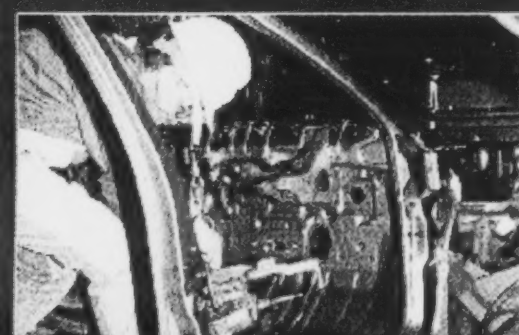
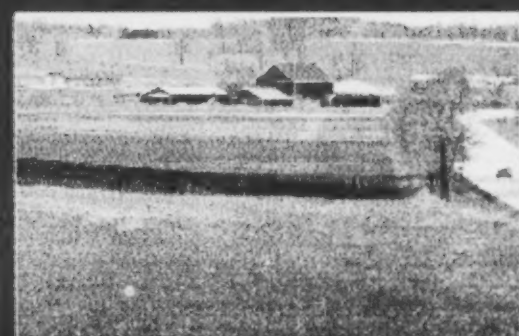


Shape the Future

**Western Ontario
Smart Growth Panel
Final Report**

Fall 2003



Ontario
Smart Growth

Shape the Future

*Western Ontario
Smart Growth Panel*

Final Report



Fall 2003

Ontario
Smart Growth
WESTERN ONTARIO

October, 2003

Minister of Municipal Affairs and Housing
Province of Ontario
777 Bay Street, 17th Floor
Toronto, ON M5G 2E5

Dear Minister:

On behalf of the western Ontario Smart Growth panel, I am pleased to present you with our final report on a comprehensive strategy to promote and manage future growth in western Ontario through the year 2035.

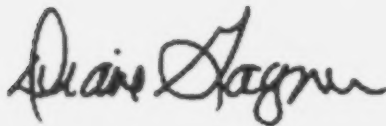
As you know, our panel has met monthly for over a year to explore growth issues and challenges facing western Ontario. We have had the benefit of knowledgeable and insightful contributions from a wide range of experts, stakeholders and people who live and work in our zone. In June 2003, we released a discussion paper, *Shape the Future*, containing our draft advice, and sought public feedback at consultation meetings in Windsor, Stratford, Owen Sound and London. The consultation process enjoyed a high level of support and this final report reflects the valuable input we received.

Our panel's mandate was to develop a plan to ensure that western Ontario's agricultural, commercial and industrial sectors can prosper in a global economy in ways that complement the evolving nature of rural communities. This report reflects our vision for how well-managed growth can achieve those goals in western Ontario over the next 30 years while building strong local economies, strong communities and a healthy environment.

We have outlined seven strategic directions for attracting and managing growth, planning and developing infrastructure, and protecting the environment and natural resources. In each of these areas, we have recommended the next steps that the Ontario government and other partners can take to begin implementing Smart Growth in western Ontario. While the panel realizes that much more work remains to be done by governmental and other stakeholders, we urge the Province to continue to show leadership with further initiatives to help make Smart Growth a reality.

In closing, I would like to commend the Province for launching Smart Growth, and for giving western Ontarians the opportunity to build community consensus on a vision for the future and the quality of life we want to achieve for ourselves and our children.

Sincerely,



Diane Gagner
Chair, Western Ontario Smart Growth Panel



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Introduction

Western Ontario is changing in ways that are transforming the local economy, communities and the very landscape of this part of the province.

Agriculture — long the mainstay of many communities in the western zone — has seen many traditional family farms grow into large, modern operations that serve the world market. Other industries are playing an increasingly important role in the area's economy. Examples are the automotive sector, petrochemicals, financial services and tourism.

These trends bring important opportunities and critical challenges. That's why western Ontario needs a strategy for attracting future growth and managing it well. The challenge is to achieve balanced growth that creates better job choices and economic opportunities in both urban and rural areas, protects the environment, and enhances the quality of life for all residents.

The Ministry of Municipal Affairs and Housing recognized that western Ontarians are the best people to plan a Smart Growth strategy for this part of the province. The western Ontario Smart Growth panel was appointed in August 2002. It was made up of community leaders drawn from local government, agriculture, tourism and manufacturing industries, the environmental community and the post-secondary education sector. Their mandate has been to shape a recommended strategy for achieving Smart Growth in western Ontario over the next three decades.

After many months of meetings and building consensus, the panel presented its interim advice to the Province in April 2003. Before delivering its final report to the Province, the panel held a series of public consultations

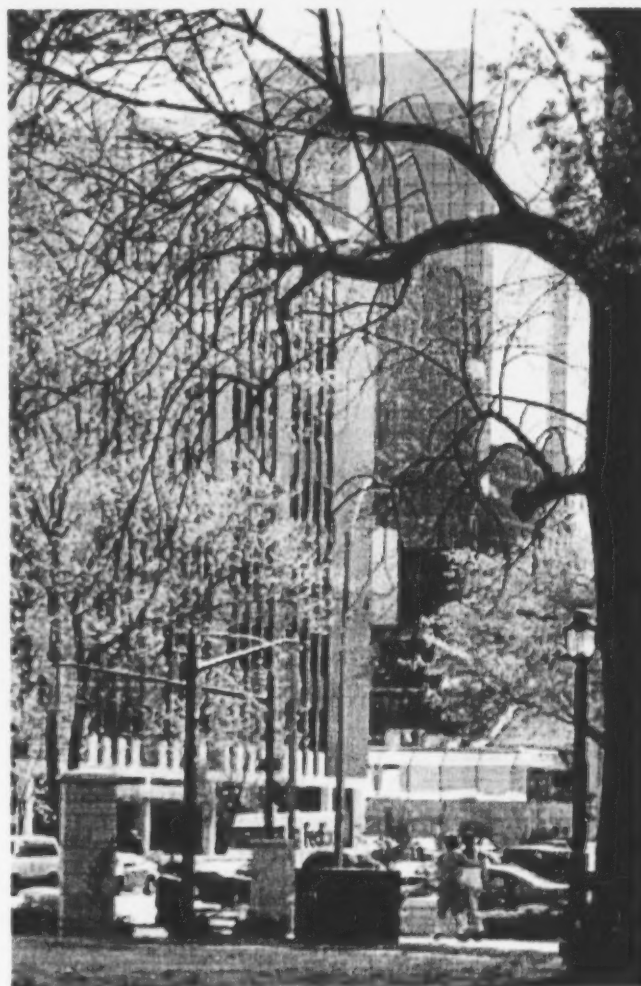


Photo Credit: Rick Chard

to get feedback and build support for its long-term growth strategy. This final report provides a framework for action that the government and other partners can start acting on immediately to promote Smart Growth in western Ontario. Working together, we can ensure a healthy and prosperous future for this part of the province.

Creating a common vision: A vision for Western Ontario in 2035

A healthy and prosperous future depends on the support and involvement of all western Ontario residents. To develop that support and create a plan of action, there has to be agreement on what the future should look like. It was felt that a vision for western Ontario should reflect the collective values, principles and goals of the people who live there. The panel developed the following vision to guide decisions on how land is developed and where public dollars are invested in the western zone.

Western Ontario in 2035 is a great place to live, work and play. Very favourably located in the heart of the magnificent Great Lakes Basin, the zone is blessed with fertile and productive agricultural lands, bountiful natural resources, unparalleled and world-renowned natural features, a rich cultural heritage, a productive and highly-skilled labour force, and strong and vibrant communities.

By 2035, thriving western Ontario communities will have built on this foundation to achieve their full potential. Safe and productive urban, rural and agricultural areas will foster community and individual well-being. The distinctive cultural and natural heritage in our communities will offer a unique way of life for residents.

Building on the Smart Growth "pillars" of a strong economy, strong communities, and a clean and healthy environment, in keeping with provincial Smart Growth goals, this means:

- **Western Ontario will have innovative and strategic approaches to economic development and land-use planning,** ensuring that the zone's agricultural, commercial, industrial, knowledge, tourism, culture and recreation sectors will continue to grow and prosper in a global economy.
- **Agriculture is an integral part of western Ontario's economy and its rich cultural and natural heritage. The agricultural sector and associated industries will continue to be promoted and enhanced.** High-quality agricultural land, including land that supports specialty crops, will be protected for future generations.
- **Western Ontario will have implemented a strategy to support a range of investment opportunities, and broader economic and employment choices for residents.** This will have been achieved through a diversified economy built on the strengths of new and existing economic clusters across the zone, and ready access to Canadian and U.S. markets.
- **Communities in the zone will have access to effective and responsive public services and amenities** such as health care, education, information technology, housing, and arts and recreation. These services and amenities will attract people and economic investment to the region from across Canada and the world.
- **The zone will make best use of its already comprehensive and co-operative network of social services** in order to encourage and assist individuals and families, including new Canadians and seniors, to achieve their fullest potential and to successfully adapt to changing conditions.
- **The zone's rivers, shorelines, landscapes, and natural areas — connected by natural greenways — will be clean and protected** for the appreciation, use and enjoyment of residents and visitors alike, as well as for the preservation of the zone's diverse flora and fauna.
- **Comprehensive and co-ordinated approaches to development,** based on compact settlement and development patterns, will make the best use of land and resources, while protecting these resources and the natural environment for future generations.
- **A well-planned, integrated and co-ordinated system of roads and transit,** including high-speed rail, will move people and goods faster and more efficiently. This will improve air quality and contribute to an overall better quality of life. It will make access to markets easier, with free flow at the borders between Canada and the United States, and will provide more opportunities to economic sectors across the zone.



Diane Gagner, mayor of Chatham-Kent (shown here with some other panel members), is chair of the western Ontario Smart Growth panel. From left to right: (front row) Norm Gamble, Jim Manicom, Diane Gagner, John Van Bakel, Michael Hurst; (back row) Joe Preston, Jayne Dietrich, John Maaskant, David Oliphant. Not present: Pat D, Anne-Marie D, Liam M, Orlando Z.

Meet the western Ontario Smart Growth panel:

Diane Gagner, mayor, Municipality of Chatham-Kent (panel chair)

Patricia Davidson, mayor, Town of Plympton-Wyoming (and former warden of Lambton County)

Anne Marie DeCicco, mayor, City of London

Jayne Dietrich, past president, Bruce County Federation of Agriculture

Norm Gamble, chief administrative officer, Grey County

Michael Hurst, mayor, City of Windsor

John Maaskant, director, Chicken Farmers of Ontario

Jim Manicom, manager, Grey Sauble Conservation Authority

Liam McCreery, president, Ontario Soybean Growers (Oxford County)

David Oliphant, mayor, East Zorra-Tavistock and warden, Oxford County

Joe Preston, businessman, and member, St. Thomas Downtown Business Group

John Van Bakel, mayor, Municipality of West Perth

Orlando Zamprogna, acting director, Facilities and Engineering, University of Western Ontario (and former deputy mayor of London)

Everyone has an interest in Smart Growth

It is expected that more than 15 million people will live in Ontario by 2035. That's almost four million more than in 2001. The Ontario government wants all regions of the province — urban, rural and remote communities — to benefit from that growth.

Smart Growth is the government's vision for promoting and planning for growth in ways that create strong economies, build vibrant communities and promote clean, healthy environments.

Builds consensus: At its core, Smart Growth is about building consensus and creating partnerships. That's because growth issues cross municipal boundaries and government jurisdictions; they encompass such areas as transportation, infrastructure and land use; and they affect stakeholders differently. To get everyone working toward the same goals requires building consensus among key stakeholders, integrating decision-making within and among governments and gaining broad public support.

Promotes and manages growth: Smart Growth welcomes growth for its ability to generate new businesses, jobs and the revenue necessary to support the services we value. As much as it welcomes growth, this initiative recognizes that growth must be managed to protect the environment and ensure residents a high quality of life.

Looks at the big picture: Smart Growth asks us to take a longer-term view in planning for growth. It calls for being more strategic about where public money is spent. In other words, Smart Growth is a plan for further improving quality of life across the province — strategically and in ways that are right for each zone.

For more information and examples of Smart Growth initiatives, visit www.smartgrowth.gov.on.ca.

Why Smart Growth is important for western Ontario

Western Ontario is changing. Driven by a growing population, a dynamic agricultural sector and the emergence of new industries, the zone will face new challenges and new opportunities for growth.

Western Ontario is the province's agricultural heartland and generates more than half of Ontario's gross farm revenue. Agriculture is the linchpin of many communities in the zone, culturally and environmentally. Traditional small family farms have become large modern operations with integrated production and distribution systems. The number of farmers is decreasing, while agricultural production intensity and the number of non-farming residents in rural areas are increasing. Creative and complementary solutions will be required to meet the needs of these groups.

Other industries and sectors are playing an increasingly important role in the region's economy. For example, western Ontario's automotive industry, based largely in Windsor, accounts for some 60 per cent of the region's economic output. London has thriving financial and health care sectors. Petrochemicals are a dominant industry in Sarnia. Tourism is also a sector of significant importance.

Smart Growth is about making responsible choices to maintain a high quality of life as communities grow. Strategic investment, by all levels of government and by the private sector, is needed to sustain infrastructure, accommodate and encourage future growth, and ensure a prosperous future. Growth issues cross municipal boundaries, sectors and disciplines, therefore it is essential that all levels of government and stakeholders work together collaboratively. The region's long-term prosperity will depend on these conditions. Western Ontario needs a comprehensive strategy for attracting future growth and managing it well, to sustain a high quality of life for all residents. This means seeking out new opportunities, tapping into international trade opportunities, revitalizing areas in decline, and marketing the region as a major recreational and tourism destination.

Smart Growth represents a unique opportunity for residents and their governments to work together to prepare western Ontario, and consequently the province, for a healthy and prosperous future. With Smart Growth, we can ensure that the future provides communities the healthy economy they want, the infrastructure they need, and the high quality of life they desire.

Ontario's Smart Growth goals

A Smart Growth strategy for Ontario will be guided by the following goals:

Grow toward a better future

Smart Growth takes a co-ordinated approach to managing and promoting sustainable growth involving all levels of government and stakeholders from diverse sectors.

Improve competitiveness and increase opportunity

Smart Growth helps Ontario communities reach their economic potential by building on their local strengths, facilitating decisions on issues that cross community boundaries and promoting investments consistent with the Smart Growth vision.

Make better decisions about infrastructure

Smart Growth promotes the wise use of our resources by optimizing the use of existing infrastructure such as roads, sewer and water systems, and guiding future decisions on infrastructure investment.

Create transportation choices

Smart Growth provides for more choice in travel between and within communities through a more integrated transportation network for people and goods.

Protect and enhance the environment

Smart Growth protects the quality of our air, our land and our water by steering growth pressures away from significant agricultural lands and natural areas.

Build livable communities

By encouraging compact development, Smart Growth builds strong, safe, attractive and vibrant communities.

Strategic Directions

In order to make the vision a reality, the panel recommends that seven strategic directions guide the Smart Growth initiatives for western Ontario.

These strategic directions recommend an approach to promoting and managing growth, planning and developing infrastructure, and protecting the environment and natural resources.

Despite their order of presentation, the seven strategic directions have equal priority and represent interconnected themes.

- 1. Identify and invest in a system of service nodes and sectoral networks**
- 2. Protect and enhance our natural environment and resources and quality of life through more effective planning, co-ordination and co-operation across the zone**
- 3. Support a strong and viable agricultural sector**
- 4. Facilitate more efficient movement of people, goods and information**
- 5. Ensure a sustainable, reliable and affordable supply of energy**
- 6. Ensure access to high quality health care**
- 7. Promote a strong and vibrant economy, supported by leading-edge education, research and development**

1. Identify and invest in a system of service nodes and sectoral networks

The long-term health and prosperity of western Ontario can be assured by taking steps immediately to improve access to goods and services, and to facilitate the movement of goods within and among economic sectors.

The panel suggests the need to identify and invest in two interdependent systems across the zone. The first would consist of connected service nodes, providing western Ontario residents

Map 1: Western Ontario Smart Growth Zone



with access to key services such as health care and post-secondary education. The second would be made up of a series of sectoral networks to augment the zone's competitive advantage in key economic sectors such as agriculture, automotive manufacturing and tourism.

While each community in western Ontario contributes to the overall health and prosperity of the zone in its own unique way, some play a special role as service nodes for residents in surrounding communities.

Service nodes

A service node is a community that provides services or amenities — such as health care, education and retail services, water and sewage treatment services, and cultural and recreation facilities — to residents in the particular community and those in the surrounding area. Service nodes may be small or large.

A small service node supports services and amenities — such as one or more specialized retailers, elementary and/or high schools, hospitals, water and sewage services, and cultural and recreational facilities — for local and surrounding area residents. A large service node provides even more specialized services and amenities — such as a post-secondary institution, a regional hospital or a concentration of larger and more specialized retailers — to residents in a larger surrounding area. Similarly, service nodes, large and small, will draw workers and customers from an area larger than the local community.

In the southern part of the western zone, service nodes are more readily identified and better connected than in the more northerly areas of the zone. Service nodes in the south tend to be larger and more numerous than those in the north. They tend to offer a fuller range of goods, services and amenities than their northern counterparts. Access by northern residents to a broader range of goods and services can be achieved by improving the connections among service nodes.

If there were unlimited resources, especially financial, it would be possible to achieve an equal distribution of goods and services in all communities across the zone, or to create new transportation and infrastructure linkages wherever they were requested. However, reality means that hard choices will have to be made about how to meet the needs of western Ontario's residents and the zone's economic sectors.



Photo Credit: Rick Chard

Map 2 shows some existing service nodes across the zone based on five criteria identified in the legend. As a means of achieving the panel's strategic directions in a coordinated, effective and efficient manner, some or all of these communities, particularly in the northern part of the zone, may be identified as nodes for focused future investment. A coordinated approach to investment in service delivery will increase the effectiveness across the entire zone.

With the proper planning foresight and appropriate tools, other communities in the zone will continue to have a valuable role to play in supporting the network of service nodes.

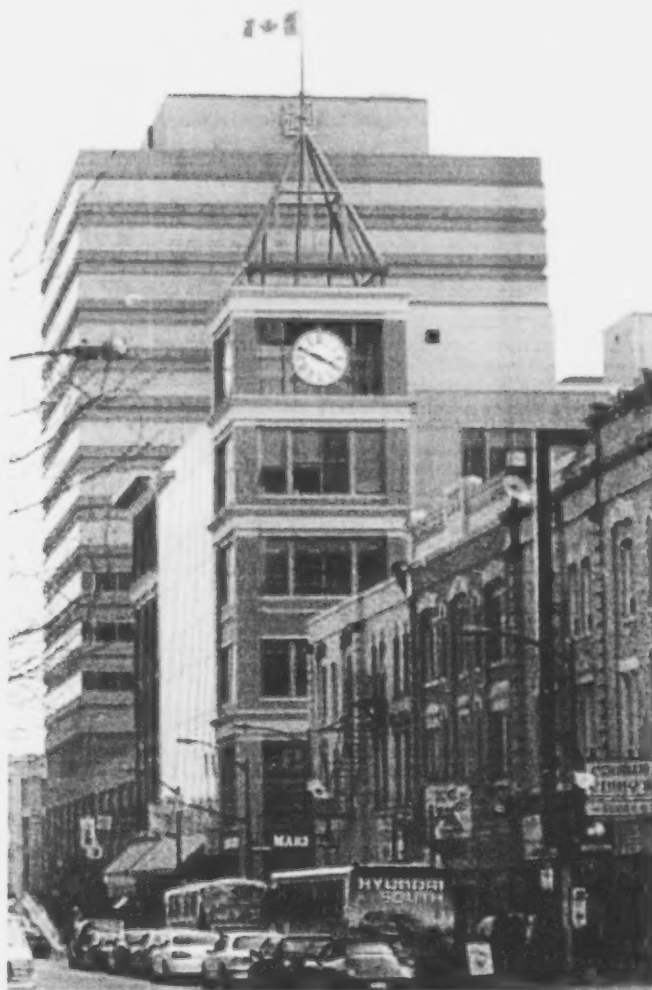


Photo Credit: Rick Chard

Sectoral networks

Sectoral networks may be described as clusters of inter-connected organizations, service providers, product and service suppliers, manufacturers and institutions that provide innovation and training in a given sector.

Successful sectoral networks often share the following common characteristics:

- a strategic approach to finding, training and retaining a strong, diverse pool of skilled workers;
- leading-edge companies in the core industries that constitute a cluster;
- access to venture capital and risk-tolerant investors;
- specialized legal, financial and administrative support services;
- universities, colleges and other institutions that train skilled workers and undertake research and development to support the sector; and,
- strong government programs that foster economic growth, develop the local workforce and address critical quality of life and economic issues.

One example of a sectoral network in western Ontario is the automotive sector. Major automotive plants, including two heavy truck plants, are located in Windsor, London, St. Thomas, Chatham-Kent and Ingersoll. In addition, automotive parts and materials suppliers are located in many large and small communities across the zone. There are advanced automotive-related research and training institutions in Windsor, London, and Ridgeway. Specialized transportation and warehousing facilities located in Windsor link this sector to major markets in the U.S.

Another example of a sectoral network is western Ontario's health sciences and medical research network centred in London. This network, comprising hospitals, universities, colleges and other research facilities throughout the zone, provides medical research and a full

Map 2: Existing Service Nodes



range of health services for residents of western Ontario and beyond. Components of this network include the London Health Sciences Centre, western Ontario's regional medical referral centre and its only teaching hospital, major hospitals in Windsor and Sarnia, large mental health care facilities in London and St. Thomas, and numerous smaller hospitals in other communities in western Ontario. It also includes several related research institutions concentrated primarily in London.

Service nodes and sectoral networks in western Ontario are also interconnected with similar systems outside the zone. For example, Collingwood, Brantford and the Kitchener-Waterloo/Cambridge/Guelph urban "triangle" act as service nodes, providing higher-order economic and social services to residents in portions of the western zone. Since the boundaries of Smart Growth zones do not necessarily correspond with patterns of economic and social interaction, the complex interconnectivity of areas within the western Ontario zone with areas outside the zone should be taken into account when addressing service-level gaps in specific geographic areas.

Similarly, the automotive sectoral network is linked across provincial and national boundaries, and with related sectoral networks within the zone (e.g., the petrochemical sector centred in Sarnia, and the manufacturing sector throughout the zone and beyond).

Identifying the linkages and facilitating the movement of goods, knowledge and information across and within these sectoral networks are critical to safeguarding the zone's continued prosperity.

The western panel recognizes that looking at the zone from the perspective of these two interdependent systems implies a regional, macro-scale approach to planning and decision-making. In fact, it requires a different way of thinking, emphasizing co-operation and partnership, and a willingness to share.

It means:

- voluntary co-operation between or among the public and private sectors to achieve common goals (e.g., through informal co-operation, joint co-ordinating bodies, or agreements), without creating a new level of government;
- adding to the current range of services and facilities available across the service nodes and extending the reach of the system by improving the connections among larger and smaller service nodes without necessarily diminishing the role of smaller service nodes;
- improving the zone's competitive advantage by improving the connectivity within and among economic sectors; and,
- facilitating common approaches to marketing that will benefit the zone as a whole without directing development to or away from specific areas.

Recommendations

In light of the above observations, the panel recommends the following:

- 1.1a Investigate the linkages between and among communities and sectors in the western zone as a basis for identifying service nodes and sectoral networks, and determine service and infrastructure gaps or surplus capacity.**
- 1.1b Identify and invest in western Ontario's inter-dependent systems of service nodes and sectoral networks as a means of achieving the panel's strategic directions in a co-ordinated, effective and efficient manner.**

These recommendations provide high-level direction and a framework for other, more specific recommendations that follow in this report.

2. Protect and enhance our natural environment and resources and quality of life through more effective planning, co-ordination and co-operation across the zone

It is expected that western Ontario will accommodate some 250,000 more people by 2035. Unmanaged, this growth would likely continue to be attracted to established high-growth areas of the zone. This would place additional pressure on the natural environment, resources, and hard and soft infrastructure — the roads and highways, water and sewage treatment facilities, schools, hospitals and related services — of these areas. If nothing is done to direct some of this increase to where the population growth is slow or even declining, the existing social and capital infrastructure in these areas will be under-utilized.

Smart Growth seeks to create vibrant and distinctive communities that reflect the values and cultures of local residents. It seeks to create a sense of defined neighbourhoods, towns and regions. It encourages the preservation of buildings and other structures that prove to be assets to a community over time because of the contribution they make to the look and feel of the community.

By creating high quality communities with architectural and natural elements that protect the interests and cultural heritage of all residents, there is a greater likelihood that communities will retain their vitality and attractiveness over time.

Taking a co-ordinated, co-operative and balanced approach to developing and implementing a sustainable growth management strategy will be the key to accommodating growth while protecting the natural environment, resources and quality of life of the zone. This approach will require co-ordinated, concerted and sustained action involving all levels of government.

Containing urban sprawl, and protecting and enhancing the natural environment and resources, whether agricultural land, woodlot recreational areas or unique shorelines, are fundamental Smart Growth objectives. Providing municipal planners with specific direction and guidelines to ensure appropriate implementation of Smart Growth-related concepts and recommendations will be essential to achieving this strategic direction.

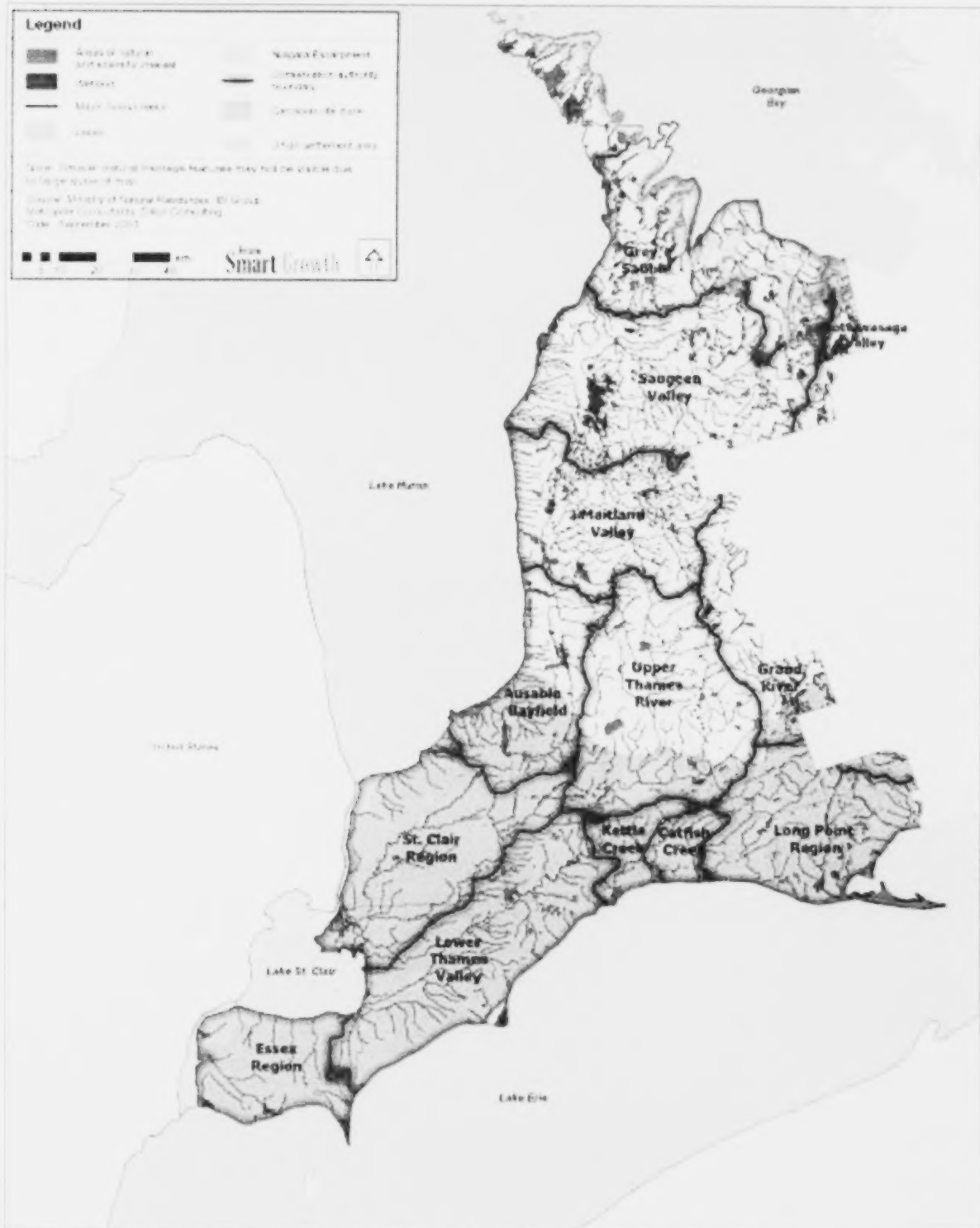
Specifically, the panel believes that effective planning, coordination and co-operation among all levels of government is required in order to:

- 2.1 Accommodate projected growth pressures and demographic change while protecting and enhancing the zone's unique natural and other resources;**
- 2.2 Make more efficient use of urban land and existing infrastructure;**
- 2.3 Effectively and safely manage municipal waste;**
- 2.4 Safeguard and enhance water resources;**
- 2.5 Safeguard and improve air quality; and,**
- 2.6 Provide reasonable access to public services, and provide diverse and accessible social, recreational and cultural opportunities.**



Photo Credit: Rick Chard

Map 3: Environmental Areas



2.1 Accommodate projected growth pressures and demographic change while protecting and enhancing the zone's unique natural and other resources

Western Ontario continues to experience rapid growth in its larger communities and significant growth in many other areas. A key imperative is to plan for such growth. Growth that is not managed well comes at a price. For example, increased air pollution and loss of green spaces can result in a deteriorated quality of life. Smart Growth is about making responsible choices to maintain a high quality of life while communities grow. A growth strategy for western Ontario must balance the goals of economic prosperity, environmental sustainability and social equity.

Brownfield redevelopment, preservation of cultural heritage features and downtown revitalization are essential to realizing compact form and liveable communities. Barriers to this kind of redevelopment should be removed, and improved tools and incentives put in place. Waterfronts, in particular, offer unique opportunities for redevelopment and revitalization, and are important for creating healthy places to live, work and play.

The panel recognizes the limitations to, and challenges in, accommodating all growth within existing urban and rural settlement areas. Strengthened policies, including those that promote urban intensification, compact form and brownfield redevelopment, will help address these limitations and maximize the amount of growth that occurs within existing urban boundaries.

Clearly identifying, protecting, and managing the zone's natural heritage features and areas, and prime agricultural lands, and steering growth pressures away from these, are the best ways to achieve the Smart Growth goal of protecting and enhancing the environment.

The natural heritage system is the system of natural heritage features and areas, and the natural corridors linking these features and areas, which, collectively, perform important ecological and other functions such as improving

air and water quality, and providing natural habitat for plants and wildlife. For example, wetlands are important for their ability to improve an area's water retention capabilities and to reduce erosion, thereby reducing the requirement for costly storm water management systems. Similarly, woodlands are important for reducing air pollution and increasing the amount of green space, resulting in a better quality of life in the zone.

The level of protection afforded parts of the natural heritage system will vary. The panel recognizes that in existing settlement areas, land with significant ecological value may have already been subdivided and approved for development. In these areas, outright protection may no longer be possible. Instead, remediation or incentive-based protection may be the only tools available. In areas identified for development, but not yet approved for development, the Province and municipalities may be able to apply stronger levels of protection. New development should be steered away from the natural heritage system and key resources through more stringent controls and/or more attractive incentives.

The panel recognizes the challenges faced by municipalities in protecting natural heritage features and areas. Alternative sources of revenue should be explored to encourage protection of these features.

Recommendations

The panel recommends the following:

- 2.1a Develop up-to-date and integrated growth projections for the zone as a basis for determining where future growth should be concentrated.**
- 2.1b Develop an inventory of existing plans and strategies to be applied to the protection of significant, unique or highly valued lands and resources (e.g., remedial action plans for the Great Lakes, watershed/sub-watershed plans, source protection plans, forestry management plans and cultural heritage inventories), and identify any information gaps.**

2.1c Develop a strategy for the preservation of significant natural resources, and significant and sensitive natural features and areas, such as wetlands and woodlots, critical to the long-term economic and environmental well-being of the zone. Use a dynamic process for regularly assessing and updating the inventory. This is essential given changing environmental factors/conditions and the evolution of natural areas over time.

2.1d Identify hazardous sites and areas (e.g., abandoned mining sites, contaminated sites, floodplains, unstable soils), and develop strategies for addressing the hazards.

2.1e Examine financial incentives for the protection of significant natural heritage features.

2.2 Make more efficient use of urban land and existing infrastructure

Compact development can accommodate growth and development in a way that uses land more efficiently and creates vibrant communities. Increased densities and mixed land uses facilitate alternative forms of travel such as transit, walking and cycling, and increase the vitality of streets and public spaces. Brownfield redevelopment, downtown revitalization, and the conservation and re-use of cultural heritage amenities (e.g., restoring historic buildings as new and alternative uses) all facilitate compact form. Waterfronts offer special opportunities for redevelopment and revitalization. Financial and other incentives that will promote compact form should be investigated.

Optimizing existing infrastructure can also support and encourage desired growth patterns. The priority should be to optimize existing infrastructure, hard and soft (e.g., water, wastewater and services), to accommodate expected growth in the most efficient manner possible. Collaboration and co-operation will be required among municipalities and all stakeholders to optimize infrastructure investment as growth occurs.

Recommendations

The panel recommends the following actions:

2.2a Collect and analyse available information on the capacity and service areas of existing public and private services (such as solid waste disposal facilities, communal water and sewage treatment facilities), and on municipalities' long-term servicing strategies. Identify facilities with capacity or other constraints, or those with excess capacity (such as those that could be utilized to safely dispose of bio solids and untreated waste from surrounding un-serviced areas.)

2.2b Develop a long-term strategic plan to ensure multi-year sustainable funding — including both provincial and federal resources — for investment in all types of infrastructure. Priority should be given to improving existing infrastructure that serves identified service nodes and sectoral networks, and to upgrading or expanding existing facilities and distribution systems.

2.2c Encourage municipalities to support the ongoing vitality of existing rural settlement areas by directing rural development to these settlement areas, rather than permitting scattered development.

2.2d Encourage and allow higher density development and a mix of land uses that:

- i) make efficient use of land;**
- ii) make the best use of existing infrastructure and services;**
- iii) support energy conservation through compact development and the construction of energy-efficient buildings;**
- iv) support downtown revitalization, intensification and brownfield redevelopment in settlement areas;**

- v) **facilitate the provision of public transportation within and among communities (e.g., cluster development around existing transportation routes);**
- vi) **enhance the vitality and safety of existing downtowns and tourist areas; and,**
- vii) **provide opportunities for people to live and work in the same community.**

2.2e Develop financial and other incentives to encourage downtown revitalization, brownfield redevelopment and compact form.

2.3 Effectively and safely manage municipal waste

Approximately 9.8 million tonnes of residential, institutional, commercial and industrial waste were generated in Ontario in 2002. While waste reduction and diversion rates continue to rise across the province as municipalities and businesses meet higher targets, communities across the province have experienced an overall increase in the absolute amounts of disposal waste based on Ontario's overall economic and population growth. At present, most disposal waste is destined for landfills.

The panel recognizes that as western Ontario continues to grow, waste management will remain a significant issue. The panel recommends that in order to manage waste more effectively, a range of integrated options be pursued by municipal, institutional, commercial and industrial sectors. Actions that should be undertaken include waste reduction at source, re-use, composting, improving waste diversion where appropriate and cost-effective, reducing dependence on landfill for waste disposal, and exploring the potential of emerging waste management and energy generation from waste technologies. The panel adheres to the principle that waste be treated or disposed of as close as possible to the point of generation. This is particularly important in reducing the impact of transporting waste through and within the western zone.

Recommendations

The panel recommends the following:

2.3a Develop a coordinated strategy for reducing the production of waste at source. In collaboration with Waste Diversion Ontario, the Province should work with the federal government and other jurisdictions to assess industry standards for packaging in order to reduce the volume of this type of waste at source.

2.3b Develop an integrated waste management strategy that incorporates a broad range of options for managing waste in western Ontario in keeping with environmental best practices. These options should include reduction at source, re-use, recycling, composting, landfill, thermal treatment, and the use of potential new waste-management technologies, including methods of producing energy from waste, such as bio-diesel or co-generation. Emphasis should be placed on treating waste as a resource.



2.3c Establish an information clearing-house to disseminate information to municipalities and other stakeholders on new waste management systems, focusing on environmental best practices in waste management.

2.3d Create a centre of excellence in waste management innovation in western Ontario to leverage best practices in business and municipal waste management, and to explore opportunities for new waste management technologies.

2.4 Safeguard and enhance water resources

The zone's water supply must be adequately protected, through effective source protection and watershed planning. In addition, there should be a determined effort to restore degraded lakes and rivers. Water and wastewater management are interrelated, and the panel recommends an integrated approach to managing these challenges.

The panel recognizes that the Walkerton Commission of Inquiry undertaken by Mr. Justice Dennis O'Connor reviewed issues related to source water protection and water quality. The commission's report makes a number of recommendations. A multi-stakeholder advisory committee was established to provide advice on how to implement the commission's recommendations on watershed-based source water protection.

Coordinated action by municipalities, conservation authorities, landowners and the Province will be required to protect western Ontario's water resources. The panel recognizes the important role played by the zone's conservation authorities and other stakeholders in addressing water issues at the watershed level.

Recommendations

The panel recommends the following:

2.4a Consistent with the recommendations of the Walkerton Inquiry (O'Connor) Report and subsequent related provincial initiatives, measures should be put in place to protect and/or remediate ground and surface water, with a view to restoring public faith in the safety of Ontario's water supply. As a short-term measure, existing information and reports should be reviewed to identify gaps and common approaches, and sensitive areas for protection.

2.4b Work with industry and other stakeholders to prevent contamination of the groundwater supply by toxic chemicals (e.g., PCBs, DDT, and mercury) and other contaminants.

2.4c Promote consistent practices across the province with respect to the management, distribution, and ongoing public control of water supply sources.

2.4d Evaluate applications for the use of water for commercial bottling operations in light of overall long-term needs for water in the western zone.

2.5 Safeguard and improve air quality

Clean air is important for quality of life, and a vital ingredient for healthy, prosperous communities. Poor air quality has been linked to several health-related issues. Because of the complexity of the issues involved, effective action will depend on co-operation from industry, utilities, business, the transportation sector and local residents.

Western Ontario's air quality is influenced by many sources. Air pollution that is generated from sources such as automobiles and other vehicles, furnaces, industry, landfill sites, and power generation can be directly addressed

through local abatement initiatives. Air quality abatement strategies can include:

- development of a multi-modal transportation system that provides viable alternatives to the use of cars and trucks;
- development of compact, mixed use communities that reduce automobile dependency and promote the use of alternative forms of transportation;
- use of less polluting modes of transportation such as public transit, bicycles, rail, and walking;
- initiatives such as Drive Clean that regulate emission reductions from cars and trucks;
- preserving natural heritage areas for their environmental benefits; and,
- use of alternative forms of energy, co-generation using waste products to produce energy.

Many of these air quality objectives can be achieved by implementing recommendations included in other sections of this report.

Recommendations

The panel recommends the following:

2.5a Consider and address air quality impacts and mitigation in the development of the strategies and implementation of the recommendations contained in this report.

2.5b Extend the Ontario Drive Clean initiative to all parts of the zone.

2.6 Provide reasonable access to public services, and provide diverse and accessible social, recreational and cultural opportunities

Adequate investment in public services is essential if communities across the zone are to remain attractive places to live and work. All levels of government should make planning decisions that maximize the attractiveness of the zone for new businesses and immigrants, to benefit the local economy and enhance quality of life. Providing people with choices

about where to live is important. Municipalities must be able to provide reliable, accessible health care, affordable housing and other social and public services in their communities. Planning tools and mechanisms for funding infrastructure and services will be required for municipalities to accommodate future growth and implement the panel's various recommendations.

Recommendations

The panel recommends the following:

2.6a Invest in, or, alternatively, ensure that municipalities have a full range of fiscal tools required to provide communities with an appropriate range of hard and soft infrastructure — the basic systems and services required to allow them to operate effectively — and encourage co-operation among service providers. This should include, but should not be limited to:

- i) further investment in Ontario Family Health Networks to provide for more integrated and co-ordinated primary health care, particularly in smaller service nodes without major health care facilities;
- ii) further investment in recreational facilities and programs serving youth in order to attract/retain youth or families with youth to/in the western zone; and,
- iii) further investment in public libraries to enhance the quality of life of communities, and to maintain lifelong learning for local residents.

2.6b Provide adequate and flexible fiscal tools to enable municipalities to invest in local initiatives.

2.6c Make effective use of high-speed data networks to allow for the provision of long-distance health care and education services (e.g., telemedicine) and provide the necessary infrastructure to allow local service providers to connect with specialists in other centres.

3. Support a strong and viable agricultural sector

Western Ontario has abundant, high-quality agricultural land that serves as the basis for the region's agricultural, agri-food and agri-tourism industries (see Map 4). The quality of this land for farming, combined with a generally favourable climate not readily found in other parts of Canada, underlines the critical importance of protecting this valuable resource. Indeed, the ongoing viability of agriculture-related activities is crucial to the long-term economic future of the zone and, indeed, of Ontario and Canada. Agriculture is also an integral part of western Ontario's rich cultural and natural heritage.

Provincial ministries need to co-operate and support agriculture by presenting positive messages about the agricultural sector. For example, since 1993, more than 24,000 farmers have attended workshops on the Ontario Environmental Farm Plan, a plan unique to Ontario through which farmers highlight environmental strengths on their farm, identify areas of environmental concern and set realistic goals and timetables to improve environmental conditions.

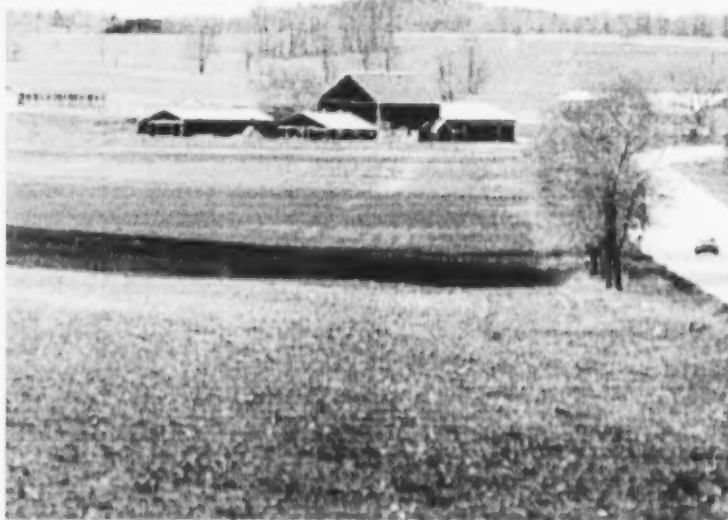


Photo Credit: Rick Chard

Supporting a strong and viable agricultural sector requires action to:

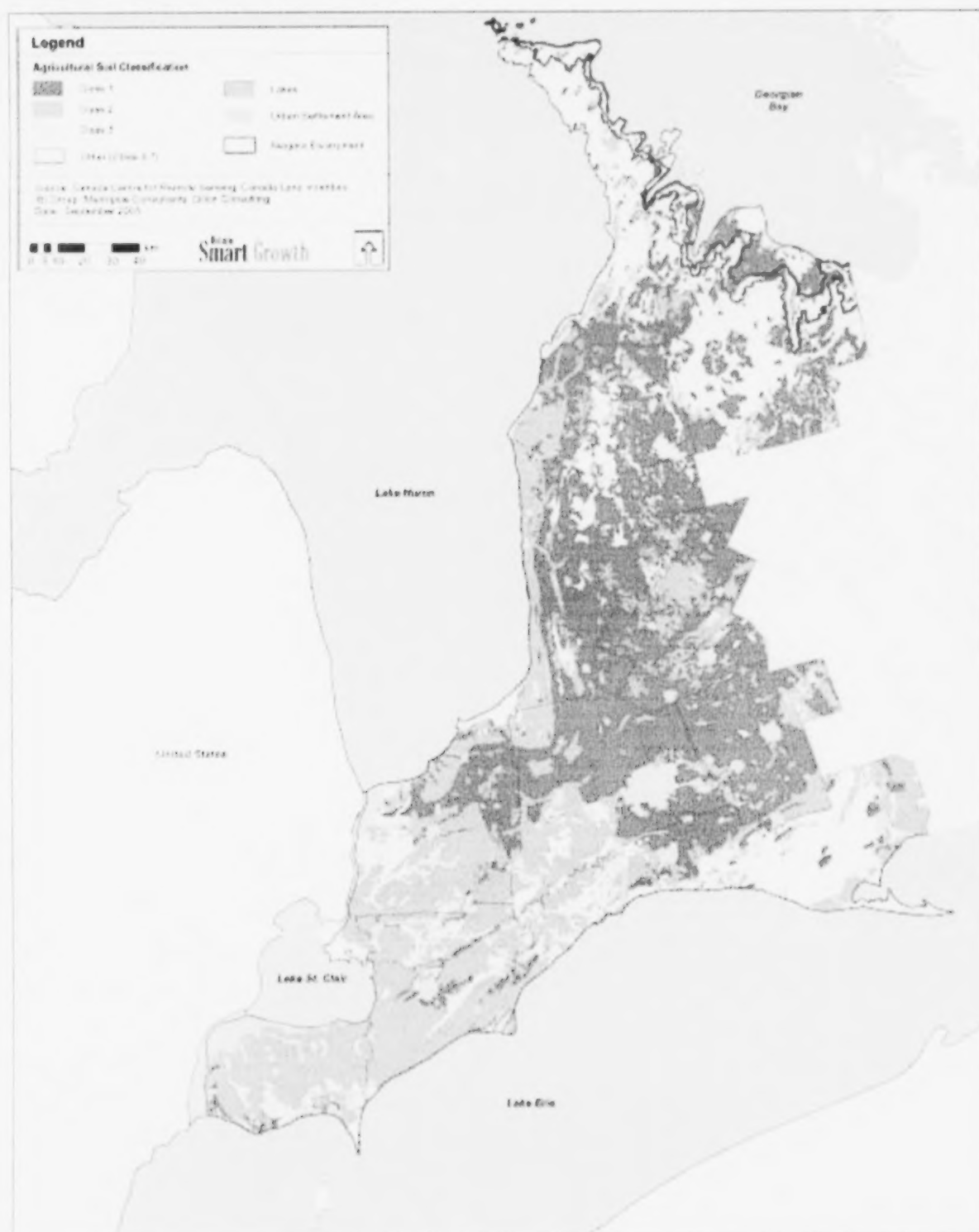
- 3.1 Protect prime agricultural lands from urban expansion and encourage their wise stewardship; and,**
- 3.2 Promote the ongoing viability of the agricultural sector.**
- 3.1 Protect prime agricultural lands from urban expansion and encourage their wise stewardship**

Most of the prime agricultural lands in the western zone surround existing settlement areas, some of which are among the fastest-growing urban centres in Canada. If allowed to continue, poorly planned development will needlessly accelerate expansion onto prime agricultural land.

The panel believes that prime agricultural lands should be primarily for sustainable resource use and protection in support of agriculture and the agri-food sector. While more detailed work is required to identify and map unique and irreplaceable prime agricultural lands in western Ontario, it is recognized that much of the land base of western Ontario constitutes prime agricultural lands, with a significant further component of specialty croplands unique in Canada. The panel recognizes the very significant contribution of the agriculture and agri-food sector to the economy of western Ontario, the province, and Canada. The ongoing viability of the agricultural and agri-food sectors depends on protecting the agricultural land base, and ensuring that the agriculture and agri-food sectors can continue to grow and prosper in a competitive world environment in ways that are complementary to the evolving nature of rural communities.

The panel recognizes that farmers are the primary stewards of agricultural land and that farmers have a direct responsibility for its wise use and protection. While the vast majority of farmers carry out environmentally sound farming practices, the Province must be able to enforce these practices as required. This must be balanced with responsible farmers' need to be able to farm without excessive controls.

Map 4: Prime Agricultural Lands



Recommendations

The panel recommends that:

- 3.1a New development be directed to existing settlement areas, and that provision be made for compact development and densities that maximize the use of and reduce the consumption of land.**
- 3.1b Continued support be given to the Ontario Environmental Farm Plan (EFP), through which farmers are able to increase their awareness of the environment on and around their farms, and community and government partnerships be encouraged in order to ensure that the environmental initiatives identified in the EFP are successfully undertaken.**
- 3.1c The promotion and distribution of "best management practices" documents for farmers be continued in areas such as soil preservation, farm management, animal husbandry and environmental stewardship.**
- 3.2 Promote the ongoing viability of the agricultural sector**

Many complex trends could affect the long-term viability of the agricultural sector.

Farm practices have changed dramatically in recent years. Economics, changing market demand and new technologies have encouraged more competitive farming operations. Changes include intensification of agricultural activity, increased agricultural productivity, greater use of technology and increased agricultural research and development. Rural areas face the very real challenge of diversifying their economies and capitalizing on demographic trends while ensuring the sustainability of the agri-food industry.

There is an increasing trend in farm production toward value-added processing. Each step in the value chain uses capital and labour to create employment. Adding value to a product often translates into job creation, and is viewed as essential to a flourishing economy. There is great potential for the development of more value-added activity in the western zone, for example, through emerging products derived from agricultural production such as products made from fibres, seeds and oils.

As in the vast majority of agricultural areas across Canada, the proportion of young farmers in western Ontario is declining. As older farmers retire, the challenge for agricultural communities in the western zone is to find ways to attract new and younger farmers in order to ensure the continued vitality of this key industry and the stability of rural settlement areas.

A further challenge for the agricultural sector is that the odour, dust and noise associated with normal agricultural operations can come into conflict with nearby urban and rural land uses such as residential development. Farmers value the rural area as a "place of business" and, along with non-farmers, appreciate the open spaces and peace and quiet as attributes of a rural lifestyle. In order to protect the viability of the agricultural and agri-food sector, and consistent with the *Ontario Farming and Food Production Protection Act 1998*, normal farm practices must continue to be afforded protection from unreasonable claims and actions brought against them.

The panel also feels that it is important to maintain and restore consumer confidence in the safety and security of Ontario's food supply by developing and implementing a protocol for addressing threats to food safety.

Given the many challenges associated with changing farm practices and economics, an aging agricultural workforce and a changing rural economy, strategic planning involving all levels of government, is required to ensure the ongoing viability of the agricultural sector in western Ontario and throughout the province.

Recommendations

The panel recommends that the Province:

3.2a Develop, in co-operation with the federal government and municipalities, a strategy for ensuring the long-term viability of the agricultural sector that may involve:

- i) establishing incentives, mentoring and "opportunity awareness" programs to facilitate and/or encourage the entry of farmers into the agricultural sector;
- ii) matching agricultural subsidies offered in other jurisdictions in order to "level the playing field" for Ontario farmers;
- iii) identifying population trends and providing guidance regarding the type of agricultural produce and production that would be successful in the zone, focusing particularly on new and emerging markets and opportunities;
- iv) strategies to increase the amount of Ontario produce sold in Ontario stores;
- v) striking an effective balance between environmental and economic imperatives;
- vi) providing co-operative placements for students at agricultural colleges;
- vii) providing for part-time agricultural programs, delivered in the winter months, to upgrade the skills of existing farmers; and,
- viii) providing mechanisms and protocols to address threats to food safety.

3.2b Support and strategically align food production value-added clusters to increase the number of food-related tasks (such as growing, processing, and packaging) that are performed in western Ontario, and to take advantage of emerging products such as bio-centicals and other products made from fibres, seeds and oils. This may include:

- i) providing the resources necessary to assist local leadership in the establishment of agricultural production and processing clusters that can help stabilize rural communities and enable primary producers to move farther up the value chain; and,
- ii) establishing a process for coordinating financial and knowledge resources to support the needs of the agriculture and agri-food industry in order to foster new business opportunities and the development of value-added capabilities.

3.2c Use trade missions and other initiatives, such as better branding and promotion of their unique qualities/characteristics, to grow markets for western Ontario-produced foods and goods. For example, market selected regional agricultural products similar to the way Ontario markets wine.

3.2d Utilize government programs such as the Ontario Small Towns and Rural-Rural Economic Development (OSTAR-RED) to support the local farm economy by replacing imports with locally-grown grocery products.

3.2e Establish a region-wide strategic dialogue process to encourage positive communication and links between and among urban, rural and agricultural communities, and promote compatible approaches to land use.

4. Facilitate more efficient movement of people, goods and information

Western Ontario is characterized by a well-developed regional and secondary road network. Despite this, there is limited highway access to some parts of the zone, particularly north of the highways 401/402 corridor. In addition, the existing railroad network could be better utilized and expanded to serve the entire zone. In the context of enhancing the multi-modal transportation system, the use of non-road-based forms of transportation such as water and rail should be optimized to expedite the movement of people and goods within and outside the zone.

The zone contains two of the province's most significant border crossings — Windsor and Sarnia. Ensuring the efficient movement of goods to and from markets in the U.S. is critical to economic prosperity, not only in the zone, but the province. Given the significance of U.S. markets to Ontario (and Canadian), exports, improving the efficiency of these crossings has been identified as a key challenge that must be addressed as an immediate priority.

A co-ordinated, balanced and well-planned regional transportation system is vital to the continued economic prosperity, social well-being and environmental health of the western zone. Transportation planning cannot be undertaken in isolation, but must be integrated with land-use planning. The ability to move people and goods efficiently to and from major markets, places of employment and between communities, is crucial.

The need for high-speed Internet access in many areas of the western zone has been identified as an immediate priority. Although considered primarily as an economic development issue, networks for the provision of high-speed Internet access may be viewed also as a "transportation" issue, when considered within the context of the movement of services as goods or commodities.

For example, public services should be made readily accessible to residents across the zone by means of the electronic superhighway. Ideally, this would allow residents to access services electronically from their home communities, eliminating the constraints imposed by geographic distance and making service nodes more accessible.

The panel feels that addressing the cited challenges and opportunities requires action to:

- 4.1 Provide for an effective and efficient integrated transportation network that enhances intra- and inter-regional travel, including international cross-border travel, and provides transportation choices for zone residents; and,**
- 4.2 Provide for electronic delivery of services to residents in the zone through development of the electronic superhighway.**
- 4.1 Provide for an effective and efficient integrated transportation network that enhances intra- and inter-regional travel, including international cross-border travel, and gives transportation choices to zone residents**

The panel recognizes the importance of a safe, efficient, reliable and readily accessible multi-modal transportation system to the zone's continued economic competitiveness and quality of life. A safe, efficient and integrated transportation network supports economic investment and creates jobs.

Readily accessible and reliable multi-modal transportation provides for choice in the movement of people and goods, whether at the local or regional scale. An integrated transportation network that includes new and existing infrastructure will enhance connections between east-west and north-south corridors. Better integration of ports and airports into the overall transportation network would enhance the regional economy.

Map 5: Existing Transportation Infrastructure



Revitalized harbours along the Great Lakes coastline would take pressure off demand for more roads, and assist agriculture by providing cheaper transportation of grains and oilseeds to export markets. There are huge possibilities for tourism by developing harbours into tourist destinations.

The Province is currently engaged in a long-term planning process for transportation, taking into account the different needs of various regions of the province. The Ministry of Transportation (MTO) recently released four draft *Strategic Transportation Directions* documents detailing strategies for each of four regions: central, eastern, southwestern and northern Ontario. These documents are a starting point for discussions with stakeholders on the future of transportation in Ontario in keeping with Smart Growth objectives.



Photo Credit: Rick Chard

Recommendations

In developing a comprehensive strategy for transportation, the panel recommends the following:

- 4.1a Review the Province's draft *Strategic Transportation Directions*, along with those of municipalities and bi-national bodies (such as the Bi-National Border Transportation Partnership) to obtain information on traffic volumes and capacities, and to identify inconsistencies, gaps and opportunities for co-operation in achieving common objectives.
- 4.1b In co-operation with the federal government, inventory existing and abandoned rail lines in order to identify gaps in regional rail service and/or protect railway corridors for possible future use, particularly in the northern part of the zone that is without rail service.
- 4.1c Develop a strategy for protecting all existing and potential transportation corridors to serve long-term needs and for controlling land use along major transportation corridors, to ensure safe and effective operation of these corridors.
- 4.1d Develop a comprehensive transportation strategy for the western zone that:
 - i) integrates MTO's regional *Strategic Transportation Directions* with those of municipalities in the western zone and bi-national bodies;
 - ii) provides for co-ordinated action to facilitate the movement of people and goods between and within service nodes and sectoral networks (within and outside the western zone), and to and from major markets;
 - iii) addresses and improves the capacity of, and connectivity among, all forms of transportation (i.e., airports, ports, rail, highways and transit);

- iv) provides viable alternatives to the automobile in both urban and rural communities (such as new or enhanced local and inter-community public and private transit, and transportation services and paths for cycling and walking) to meet the needs of the zone's residents;
- v) increases the capacity of Windsor-area border crossings by constructing a new bridge or tunnel, and by improving customs/border processing (e.g., by sealing trucks/containers at plants to eliminate the need for customs inspections at the border);
- vi) improves the Sarnia border crossing, thereby ensuring synergy with changes made to the Windsor crossings;
- vii) improves the highway network in the northern part of the zone by enhancing existing or constructing new roads/highways, including constructing additional passing lanes, to better connect Windsor/Sarnia and south Georgian Bay/Barrie, thereby spurring economic development in this area;
- viii) improves Highway 401 from London to Windsor as required to accommodate increased traffic;
- ix) establishes multi-modal facilities to expedite the transfer of goods and people among modes of transportation;
- x) examines options to make freight movement by rail more compatible/competitive with truck traffic;
- xi) examines options for reinstating rail service in the northern part of the zone;
- xii) examines options for high-speed passenger rail service in the Toronto-Windsor corridor, for example, through dedicated high-speed passenger rail corridors or doubling the track to relieve congestion and conflicts between passenger and freight traffic;

- xiii) examines options for higher speed passenger rail service in other parts of the zone or re-establishing passenger rail service where it no longer exists; and,
- xiv) better integrates ports and airports into the overall transportation network to better serve the regional economy.

4.1e Provide adequate and sustainable funding for the planning and development of transportation infrastructure. This funding should come from a sustainable source of revenue, such as a dedicated portion of gasoline taxes. This will entail revenue-sharing agreements and other possible mechanisms to give municipalities access to ongoing revenue flows for the proper maintenance of the transportation network.

4.2 Provide for electronic delivery of services to residents in the zone through development of the electronic superhighway

The panel recognizes the growing importance of high-speed Internet access to facilitate the movement of services as goods or commodities.

Recommendations

The panel recommends the following:

4.2a Develop an inventory of the types and extent of reach of telecommunications in the zone and provide adequate funding from sources such as the Province's Connect Ontario: Broadband Regional Access (COBRA) initiative to ensure that high-speed telecommunication services are available throughout western Ontario.

4.2b Maximize opportunities for improving telecommunications in the zone through co-ordination of telecommunication infrastructure and linkages, where possible.

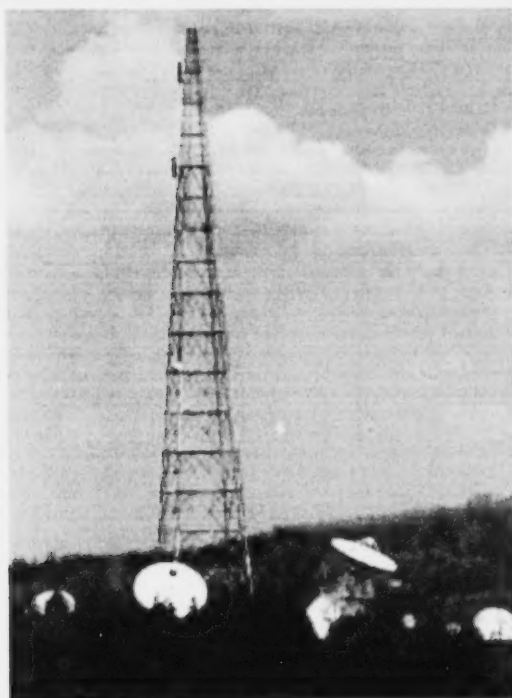


Photo Credit: Rick Chard

5. Ensure a sustainable, reliable and affordable supply of energy

Reducing consumption of fossil fuels and increasing the supply of alternative sources of energy is important as a means of providing protection against rising natural gas and oil prices, and protecting the environment. While rising energy prices will inevitably result in market correction, planning and investing now to reduce energy consumption will decrease demand. Increasing other sources of supply will serve to reduce future social and economic disruption and environmental harm.

In the western zone, as elsewhere, more compact development and improvements in the design and local of new buildings would reduce energy consumption and would provide the best protection against high energy prices and damage to the environment. For example, designing communities to promote the use of passive solar heating and to reduce the need to travel by automobile would reduce the demand for fossil fuels. In addition, options

for increasing the available supply of energy, especially through renewable energy sources such as wind and water power, should be examined. Above all, this could mean encouraging district heating and cooling, including deep lake water cooling or wind energy from land and/or water-based sites.

The potential for economic benefits is very real. For example, a co-generation facility producing energy from the waste products of petrochemical refining could result in a significant reduction in the use of electricity when compared with conventional refining facilities.

The panel feels that addressing these challenges and opportunities will require co-operation to:

- 5.1 Ensure a reliable and affordable supply of energy; and,
- 5.2 Embrace and implement land-use planning practices that achieve energy conservation.

- 5.1 Ensure a reliable and affordable supply of energy

Recommendations

The panel recommends the following:

- 5.1a Identify potential sites for alternative, sustainable sources of energy (e.g., wind power, water, ethanol, bio-diesel, solar power, etc.) and encourage the development of an alternate energy cluster in the western zone.
- 5.1b Develop a strategy to ensure a reliable, sustainable and affordable supply of energy, and provide for its distribution. This strategy should include the following specific components:
 - i) the development and distribution of energy from alternative, sustainable sources (e.g., wind power, water, ethanol, bio-diesel, solar power, etc.) to reduce the demand on existing sources;

- ii) incentives to municipalities and individuals to promote energy conservation and greater use of alternative energy sources through provincial investment and public education;
- iii) the use of district energy for heating and cooling where possible, in order to provide a cheap source of energy for the operation of greenhouses and other commercial and industrial activities;
- iv) measures to increase the supply of energy and address the current uncertainty in the electricity sector; and

- v) investment in nuclear and/or fusion energy as a means of ensuring a reliable and affordable supply of energy, and relatively minimal environmental impact.

5.2 Embrace and implement land-use planning and construction practices that achieve energy conservation

Recommendations

The panel recommends the following:

- 5.2a Ensure from the initial planning stage that land-use planning practices (such as compact development and optimal building orientation) that achieve energy conservation are implemented. This may include a requirement that municipalities adopt land-use planning policies and supporting by-laws that achieve measurable per capita energy reduction in the zone.
- 5.2b Provide financial or other incentives to encourage the construction of "smart" buildings that achieve high levels of energy efficiency, and establish a policy to the year 2035 of building code provisions that encourage and support the building of energy-efficient buildings.

6. Ensure access to high quality health care

The health care system is vital to the future prosperity and quality of life in the western zone, and for all of Ontario. London is a world-renowned centre for specialized health care and diagnostic services that benefit the entire zone. However, in parts of the zone, particularly in rural areas, access to health care services remains a concern.



Photo Credit: Rick Chard

The panel believes that all residents of the western zone should have access to high quality health care as well as health promotion and illness prevention programs, to reduce the incidence and burden of illness. This could be achieved by better linking health service nodes. For example, London is the centre of highly specialized care. Improved linkages could be made with and among community hospitals, medical professions, home care providers and other community health services. Beyond these linkages, the issues of health human resources and, in particular, the shortage of doctors in rural areas, must be addressed.

Recommendations

The panel recommends the following:

- 6.1 Continue and enhance rural health strategies to ensure health care professionals are available in rural areas;**
- 6.2 Increase medical school enrolment to ensure that a sufficient supply of physicians is available throughout the zone and promote the use of health professionals such as nurse practitioners;**
- 6.3 Continue to expand the Ontario Family Health Networks to provide for more integrated and co-ordinated primary care;**

- 6.4 Expand the use of high-speed broadband for telemedicine to connect specialists with other health care providers throughout the zone;**
- 6.5 Work with health care providers, municipalities, communities and others to promote healthy lifestyle choices; and,**
- 6.6 Work with all major health providers to ensure coordinated access to high-quality and appropriate health services, from centralized tertiary care to local primary care and health promotion programs.**

7. Promote a strong and vibrant economy, supported by leading-edge education, research and development

Western Ontario's economy is based on its abundant natural, cultural and economic resources, its highly skilled labour force, and its strategic location. The zone supports a diverse mix of sectors including agricultural, automotive, tourism, retail, financial, knowledge, health care and research. There are sectoral concentrations that make the zone and its communities more susceptible to market downturns. A key challenge is to further diversify the zone's economy beyond the traditionally strong agricultural, manufacturing and a financial/service sectors, and to address the following challenges and opportunities.

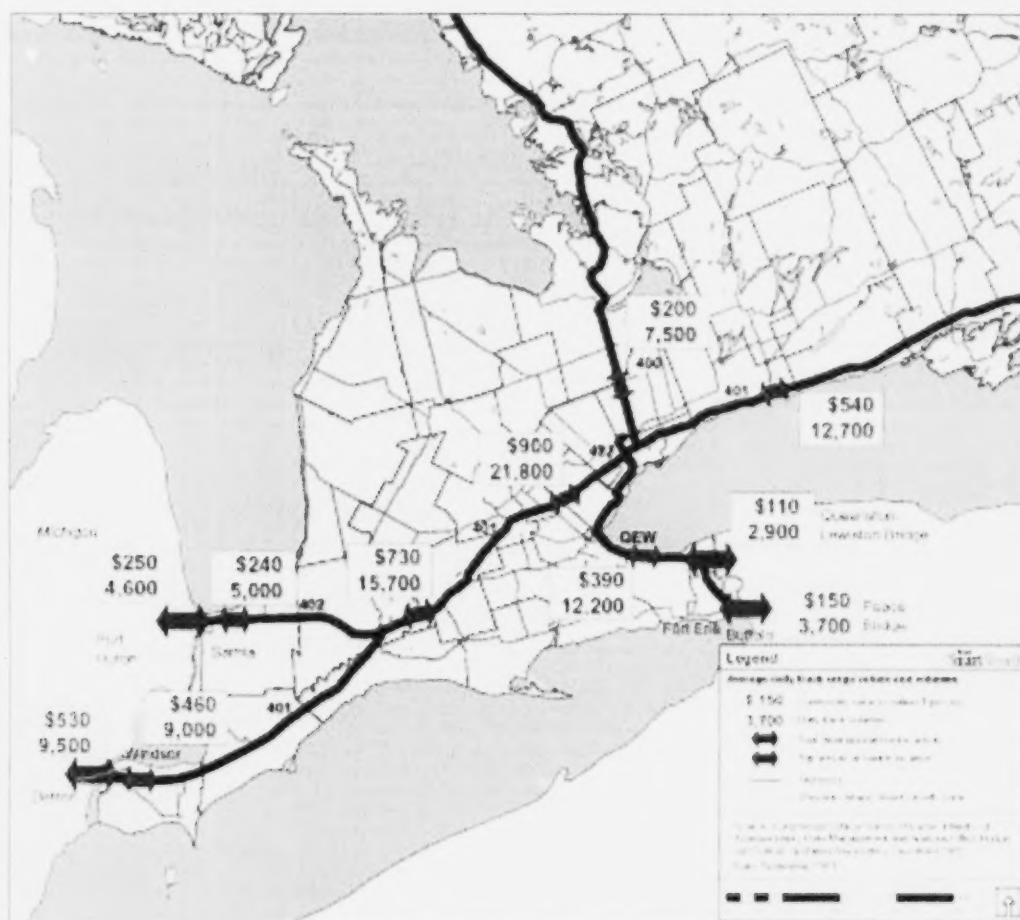
Access to Markets

In addition to its close proximity to major domestic markets in Ontario and Quebec, western Ontario enjoys ready access to major U.S. markets through its border crossings in Sarnia-Port Huron and Windsor-Detroit. However, ever-increasing traffic volumes, coupled with increased security measures introduced in response to the events of September 11, 2001, have created border-crossing delays that are jeopardizing the fast delivery of goods to and from these U.S. markets.



Photo Credit: Bryce Miranda

Map 6: 2002 Average Daily Truck Cargo Values and Volumes



Areas

However, as in other parts of Ontario, the demographic makeup of the western zone is changing. Large numbers of skilled workers are expected to retire in the next few years. An acute shortage of available skilled replacement labour is projected, as is a similar shortage in the health care and education sectors. Labour shortages could hinder the ability of the zone to attract and retain industry, and could jeopardize the zone's high quality of life. Developing a well-trained workforce is, therefore, a key component of ensuring continued economic success and maintaining the zone's high quality of life.

Given the many challenges and opportunities presented above, and consistent with the principles of Smart Growth, a co-ordinated, co-operative and balanced growth management strategy for western Ontario will be required.

The panel feels that addressing these opportunities and challenges will require co-operation to:

- 7.1 Attract economic development and create and retain jobs;**
- 7.2 Diversify the economy to attract new types of enterprise and minimize reliance on any one industry in particular;**
- 7.3 Maximize the attractiveness of the zone as a prime tourist destination; and,**
- 7.4 Ensure high-quality education and institutions that contribute to skills development, innovation and knowledge enhancement, and an adequate supply of skilled labour.**

7.1 Attract economic development and create and retain jobs

Attracting further economic investment and promoting innovation are the key factors that will maintain the economic prosperity of western Ontario.

Attracting investment remains an important aspect of promoting western Ontario's global activities related to trade, investment, and science and technology. The panel believes that provincial investment initiatives should continue to assist the marketing of western

Ontario as a premier investment location through joint promotion, lead generation and investment servicing. This would be carried out in co-operation with the federal government and local municipalities. International marketing efforts led by the Ministry of Economic Development and Trade continue to lend support to other Ontario ministries with international interests, for example, in the areas of transportation, agriculture, culture and education.

The panel believes that more emphasis must be placed on value-added products and services produced in western Ontario. It also believes that the zone must find and grow its competitive niches, and find ways to pursue its competitive advantages.

The Province, along with the federal government and municipalities, should foster existing economic clusters by investing in infrastructure, education, and human capital. Ontario's innovation challenges include commercializing and growing a solid research base, improving global competitiveness and using existing community capacity for implementation.

As described in the context of Strategic Direction 4, the provision of high-speed Internet access across the entire zone will diminish location-based restrictions for some businesses, allowing them to be relocated or established in smaller communities. Ready access to a well-developed and efficient transportation system is fundamental for linking businesses to their suppliers and markets. High-speed Internet access is also an essential tool for connecting businesses to the broader world, providing the opportunity to market their products or simply conduct business in an electronic world. The benefits of Internet access go beyond the business sector. Communities, too, benefit when they have ready access to the Internet for education and the provision of services.

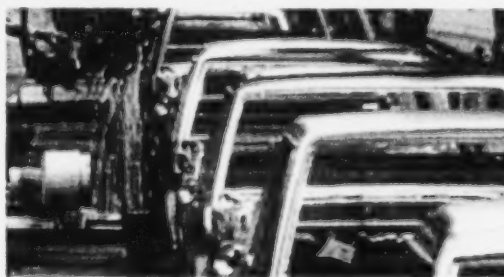


Photo Credit: Photos to Go

Recommendations

The panel recommends the following:

- 7.1a Review existing information to identify the zone's competitive advantages and economic development challenges, as well as potential strategies for "levelling the playing field" with competing jurisdictions outside Ontario, and for securing investment in strategically important sectors such as the agriculture, automotive, mining (e.g., minerals, mineral aggregates, oil, gas and salt) and petrochemical industries.
- 7.1b Develop a comprehensive marketing strategy for western Ontario with a view to furthering the zone's economic development, emphasizing the region's key strengths and areas of greatest potential.
- 7.1c Develop a comprehensive strategy for promoting value-added production using the zone's raw materials.
- 7.1d Establish new centres (or clusters) of excellence for the agriculture, automotive, energy and waste management sectors, modeled on the four Centres of Excellence that already exist for other sectors in Ontario. With a focus on those sectors in which western Ontario has strong potential for innovation and value-added production, these centres would work with industry and post-secondary institutions on directed research, technology commercialization and industry-relevant education and training. To facilitate communication, satellite links should connect these centres for skills updating, knowledge transfer and technical innovation.
- 7.1e Enhance funding for programs, such as the Province's Strategic Skills Investment program, that support innovative partnerships to help develop critical skills necessary for business competitiveness.

7.1f Provide for the upgrading/installation of new equipment/infrastructure, as required, to assist local businesses, including home-based businesses, to connect to the electronic superhighway.

7.2 Diversify the economy to attract new types of enterprise and minimize reliance on any one industry in particular

Western Ontario boasts a very diverse economy, comprising a large number of industries. Apart from business and personal services, health care, education and transportation, and several large networks of traded industries or traded clusters underpin the zone's economy.

Agriculture and manufacturing are important drivers of the zone's economy. For example, the vast majority of Ontario's vehicle assembly plants can be found in the zone, principally in Windsor, London, St. Thomas, Chatham-Kent and Ingersoll. The zone is second only to Michigan in terms of vehicle production worldwide. The zone also contains numerous suppliers to the automotive industry, including a very significant mould-making and tool-and-die sector. Windsor is the largest centre for mould-making in North America.

Chemical manufacturing, particularly Sarnia's petrochemical processing and manufacturing industry, is another important traded cluster located in western Ontario. As indicated, the agriculture and agri-food sector also remains a very large contributor to the economic prosperity of western Ontario. In addition, the financial, medical services and biotechnology sectors, concentrated largely in London, remain important drivers of the regional economy.

There are numerous opportunities to diversify the zone's economy by focusing on all types and sizes of enterprise from large multinational corporations to sole proprietorships. Areas identified by the panel for particular attention are the development of small businesses and the tourism sector, and the potential afforded by increased immigration to the zone.

The challenge is to attract and nurture innovative and promising entrepreneurs whose skills and determination will help create jobs. In the past, entrepreneurs have faced a number of barriers, including poor access to business programs, services and financing. Working with the federal government and municipalities, western Ontario must build on existing programs and partnerships to develop a comprehensive strategy for assisting entrepreneurs to reach their full potential.

An example of a successful partnership is the Canadian Community Economic Development network, a non-governmental organization comprising 130 organizations and other stakeholders from across Canada. Its purpose is to build the capacity of local communities to attract and retain economic development, based on each community's unique advantages.

Recommendations

In order to achieve the goal of further economic integration, the panel recommends the following:

7.2a Develop a comprehensive strategy for promoting local entrepreneurship, with support from the federal and municipal governments and the private sector, to increase the number of business start-ups and retain local talent in small and large communities across the zone.

7.2b Create a long-term strategic plan, in collaboration with the federal government, for attracting and encouraging migration to western Ontario, particularly by those with the skills, trades and competencies required to meet the zone's economic needs. This plan could include one or more of the following elements:

- i) establishing a fund to build communities' capacity to attract skilled immigrants and fully utilize their skills and experience;

- ii) creating a new Internet portal to provide immigrants and potential immigrants to western Ontario with the information required to make informed relocation and employment decisions, and to integrate successfully in local communities;

- iii) establishing a fund to assist western Ontario communities to build partnerships with ethnic communities and other stakeholders with a view to identifying and harnessing ethnic and cultural diversity, and/or growing this diversity, thereby promoting regional economic growth and export markets for western Ontario products and services;

- iv) establishing training programs to facilitate the integration of foreign-trained professional and skilled workers into the workforce (such as that provided by the main campus of Georgian College); and,

- v) establishing a fund to support practical research, identify foreign investment and trade opportunities by geography and sectors, and engage local communities as ambassadors to attract foreign investment to western Ontario.

7.2c Using provincial legislation, policies and incentives to level the playing field with other jurisdictions, and to secure investment in strategically important industries such as agriculture and the automotive, mining (e.g., mineral aggregates, oil and salt) and petrochemical industries.

7.2d Encouraging research that supports strategically important existing and emerging sectors (such as environmental and health research.) For example, continue to foster research excellence, and promote and strengthen partnerships between the Province's business and research communities through enhancements to the Ontario Research and Development Challenge Fund.

7.3 Maximize the attractiveness of the zone as a prime tourist destination

Western Ontario boasts a very significant tourism infrastructure in a wide variety of fields, including sports, arts, heritage, outdoor recreation (e.g., natural attractions, wilderness, and parks) and gaming (e.g., casinos and racetracks). Much of this tourism infrastructure is highly sought after by tourists and is readily accessible. However, it is recognized that some of this infrastructure is aging, and many areas of Ontario, including western Ontario are losing their competitive advantage vis-à-vis other areas of North America as prime tourist destinations.

While the domestic market continues to provide the greatest volume of tourists to western Ontario (almost three-quarters of all visits and almost half of all spending), the large and affluent U.S. market, particularly in nearby border states, presents a particular opportunity to be further encouraged. The Ontario Tourism Marketing Partnership is providing leadership in tourism marketing through sophisticated research and co-ordinated, comprehensive domestic and international marketing and promotional campaigns.

However, more effective region-wide tourism marketing and increased co-operation among existing destination-marketing organizations should be encouraged. This would eliminate duplication and would provide product development and marketing opportunities to tourism operators in western Ontario, many of which are small to medium-sized businesses, often family-owned.

Recommendations

Given the importance of tourism to the zone's economy, the panel recommends the following:

- 7.3a Identify existing and potential tourism opportunities and amenities, and develop a co-ordinated strategy for attracting more tourists based on these opportunities and amenities. Examples could include the agri-tourism potential of the wine and apple industries, cultural heritage sites, and natural attractions.**



Photo Credit: Rick Chard

7.3b Continue to develop a long-term strategy for tourism promotion in western Ontario and the province as a whole, including the following elements:

- i) multi-year sustainable funding, including both provincial and federal resources, for investment in tourism-related infrastructure (e.g., scenic routes, signage, cultural attractions, conservation areas, provincial and national parks, marinas, etc.);**
- ii) tourism marketing and promotion, focused on key Ontario and U.S. border markets, particularly affluent seniors;**
- iii) co-operation by municipal and provincial agencies and organizations to promote eco- and agri-tourism in the zone, generate tourism income and employment, and promote the conservation of local natural and cultural resources; and,**
- iv) extension of the Great Lakes Heritage Coast initiative to include southwestern Ontario (i.e., the Georgian Bay, southeastern Lake Huron, St. Clair River/Lake St. Clair/Detroit River and Lake Erie shorelines).**

7.4 Ensure high-quality education and institutions that contribute to skills development, innovation and knowledge enhancement, and an adequate supply of skilled labour

Western Ontario, like other parts of the province, is currently facing a shortage of skilled labour in a variety of manufacturing and construction trades, and an aging workforce threatens to compound the problem in the future. Encouraging employers to participate in training remains a priority issue, as is providing opportunities for enhancing and advancing knowledge and skills development.

As a means of preparing people for a wide variety of occupations, apprenticeship training has clear advantages over exclusively classroom-based skills training. For example, because apprentices are employed as workers, their training helps them develop the skills actually required in existing or emerging jobs in real workplaces. Apprenticeship training thus helps people acquire relevant skills that will help them find and retain secure, well-paying jobs.

Apprenticeship is a key element in Ontario's training system. By helping build a skilled labour force, apprenticeship enables the province to attract the investment it needs for economic growth and job creation. The continuing availability of high-quality training is essential to making western Ontario an attractive place for businesses to invest in, and to enable local businesses to be competitive in domestic and world markets. Making apprenticeships or skills training programs available at the high school level and through private and public education institutions allows students to become familiar with one or more trades, and enables students to evaluate whether they wish to pursue a skilled trade at the post-secondary level.

While apprenticeship is an excellent model for training, Ontario's apprenticeship system is in need of reform to enhance its potential for promoting economic growth and job creation. The system needs to be more responsive to the training needs of business and individual regions of the province.

In an age of global competition, it is essential that students across western Ontario have access to a full range of educational opportunities. Distance education, instructional delivery that does not require the student to be at the same location as the instructor, plays an increasingly important role in the delivery of post-secondary education. It offers a cost-effective, flexible alternative to the traditional classroom and is readily suited to the needs of rural areas of the zone that may lack nearby post-secondary institutions.

Distance education also facilitates the transfer of credits by students between post-secondary institutions. It addresses the advanced training needs of students and promotes collaboration between the college and university sectors, broadening the range of educational opportunities for students.

Similarly, satellite campuses provide for a broader range of educational choice to students in western Ontario's smaller centres by offering the opportunity to pursue studies closer to home while benefiting from the resources of larger educational institutions.

Recommendations

The panel recommends the following:

- 7.4a Review existing information on labour market and skills development issues in the zone and on proposed strategies for addressing those issues, and consult with sector leaders on potential strategies for succession planning.**
- 7.4b Identify and eliminate the barriers to the training and placement of skilled workers through apprenticeships in the zone.**
- 7.4c Enhance and make apprenticeship programs more readily accessible across the western zone in order to produce, in a timely fashion, graduates with skills appropriate to meeting the zone's social, economic and business requirements. This will necessitate involvement and buy-in by local employers.**
- 7.4d Provide tuition-related incentives to encourage student participation in selected programs, particularly those which teach trades and skills that are critical to the economy of the western zone, given current or projected shortages of qualified people.**

- 7.4e Improve access to public and private educational opportunities across the western zone by increasing the number of geographically-dispersed education sites, including satellite learning centres, and expanding the range of polytechnical and applied technology programs to be offered through them.**

Implementing the strategic directions and recommended actions

Each of the proposed strategic directions and recommended actions requires timely and effective implementation. In order to ensure their appropriate implementation, and in order to ensure the integrity and continued momentum of the Smart Growth panel process, one or more strategic or co-ordinating mechanisms will be required. The panel calls upon the Province to establish these mechanisms with the minimum of delay.

Above all else, the Province's Smart Growth agenda must be "empowered." The strategic directions and related recommendations of the western Smart Growth panel, as with the advice of other Smart Growth panels, must not be ignored. The panel's advice should guide the Province in developing an integrated and comprehensive Smart Growth strategy for the western zone, and any related policy and legislative changes that may be required to ensure its successful implementation. The advice must be implemented through an integrated approach involving all provincial ministries, federal government, municipalities and individual community interests. Where appropriate, concerns raised by more than one panel should be dealt with in a coordinated manner.

The panel recommends that the Province **create a clear timeline for implementation**. The Province should consider the following implementation actions. These are submitted for further consideration by the Province and for discussion with stakeholders.

Co-ordination and monitoring

Successful implementation of the panel's recommendations requires co-operation and partnership among governments, institutions, businesses and individual citizens.

Recommendations

Accordingly, the Province should:

Establish an advisory multi-stakeholder body (not a new level of government) with the authority and resources to co-ordinate and monitor the implementation of key elements of a Smart Growth strategy in western Ontario. The mandate of this body could include the following:

- i) **facilitate cross-jurisdictional infrastructure planning and investment;**
- ii) **recommend prioritization of funds for implementation of the strategy;**
- iii) **seek stakeholder input and build consensus for implementation actions; and,**
- iv) **provide input on issues common to more than one zone.**

Since the inception of Smart Growth, considerable effort has been made to ensure inter-ministry co-operation and co-ordination. All of the recommendations in this report require ongoing inter-ministry involvement. The Province should ensure that some process remains in place for this to happen.

The panel further recommends that the Province:

Establish benchmarks and a mechanism for monitoring the implementation of the Smart Growth strategy for western Ontario.

Performance criteria and targets supported by best management practices must be identified and implemented in order to ensure that the strategic directions identified in this report are achieved.

Legislation, policy review and amendments

The panel has made a number of recommendations that can be realized by amending existing legislation or creating new legislation and policies. Some of these recommendations may be addressed through the five-year review of the Provincial Policy Statement currently underway. Similarly, other recommendations may be addressed through amendments to legislation such as the *Development Charges Act* and the *Planning Act*. The panel recommends that the Province:

Review and, if necessary, amend existing legislation and policies that present barriers to the implementation of Smart Growth, and/or establish new legislation and policies for implementing Smart Growth.

Further research, mapping and analysis

The panel recommends that the Province:

Undertake further research, mapping and analysis where it is necessary for implementing the strategic directions.

Government initiatives to support the panel's strategic directions

The Province should:

Endorse key related initiatives within the government that support the panel's strategic directions and the Smart Growth vision.

For example, the Province (Ministry of the Environment) established a Watershed-Based Source Protection Advisory Committee in November 2002. The recommendations of this advisory group should be reviewed and integrated with the provincial Smart Growth strategy, as appropriate, when they are finalized.

In addition, the Province should:

Engage in or promote education and advocacy to inform the public and stakeholders about the vision, strategic directions and related recommendations developed by the panel.

Appendices

POPULATION

Population Projections by Municipality (in thousands):

	1996	1999	2021	% Change 1999-2021
Bruce	68.0	66.9	71.9	7.5
Chatham-Kent	112.6	112.6	116.3	3.3
Elgin	81.4	83.5	104.4	25.0
Essex	361.3	375.5	457.3	21.8
Grey	89.9	90.5	98.1	8.3
Huron	61.7	61.4	62.6	2.0
Lambton	133.3	131.8	134.0	1.7
Middlesex	403.5	409.6	450.9	10.1
Norfolk	106.1	108.7	125.6	15.5
Oxford	99.9	101.6	119.7	17.8
Perth	74.1	74.7	84.8	13.5
Western Ontario Total	1591.8	1616.8	1814.6	12.2

Source: Ministry of Finance, 2000

Note: All Norfolk County (and therefore western zone), statistics include Haldimand County. Information is for the western zone unless otherwise noted.

Total Projected Population Growth (1999-2021): 197,800

Census Metropolitan Areas (CMA): 2 (London and Windsor)

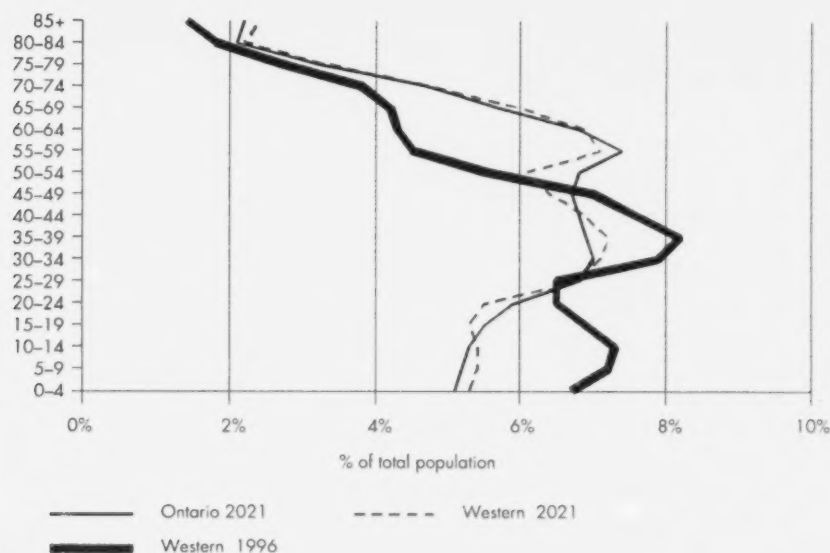
Source: Ministry of Finance, 2000

Age Profile

Age Groups	1996 (%)	2021 (%)
0-14	21.2	16.1
15-64	64.9	65.3
65+	13.9	18.6

Source: Ministry of Finance, 2000

Age Distribution



2001 Census Update

Population by Municipality (in thousands),

	1996	2001	Absolute Change 1996-2001	% Change 1996-2001
Bruce	65.7	63.9	- 1.8	- 2.7 %
Chatham-Kent	109.6	107.3	- 2.3	- 2.1 %
Elgin	79.2	81.6	+ 2.4	+ 3.0 %
Essex	350.3	375.0	+ 24.7	+ 7.0 %
Grey	87.6	89.1	+ 1.5	+ 1.7 %
Huron	60.2	59.7	- 0.5	- 0.9 %
Lambton	129.0	127.0	- 2.0	- 1.6 %
Middlesex	389.6	403.2	+ 13.6	+ 3.5 %
Norfolk (County)	60.5	60.8	+ 0.3	+ 0.5 %
Oxford	97.1	99.3	+ 2.2	+ 2.2 %
Perth	72.1	73.7	+ 1.6	+ 2.2 %
Western Ontario Total	1,500.9	1,540.6	+ 39.7	+ 2.6 %

Source: Statistics Canada, 2001

Note: 1996 Census Population figures in this table do not correspond to those found in the Population Projection Table above. This is due to what is commonly referred to as the "Census Undercount". In some cases, individuals were not counted in the Census because they did not receive a Census questionnaire, they did not return a completed questionnaire, or they did not have a usual place of residence on Census Day. In 1996, the Census undercount was on average 2.6%. Census information found in the above table does not include this, while the Ministry of Finance projections (found on page 39 of the profile) take the undercount into consideration.

HOUSEHOLD INCOME (2000)

Mean:	\$66,836 (\$54,300 in Ont.)
Median (by municipality [\$])	(\$53,626 in Ont.)
Bruce	45,369
Chatham-Kent	46,417
Elgin	48,834
Essex	54,328
Grey	43,107
Huron	45,885
Lambton	48,181
Middlesex	47,985
Norfolk	46,845
Oxford	50,812
Perth	51,505

Source: Statistics Canada, 2001

DWELLING TYPES (2001)

Detached House:	71.0 %
Semi-detached House:	3.5 %
Row House:	5.6 %
Apartment Duplex:	1.9 %
Apartment (less than 5 storeys):	8.1 %
Apartment (more or equal to 5 storeys):	9.3 %
Other:	0.7 %
Total Dwelling Units	610,605

Source: Statistics Canada, 2001

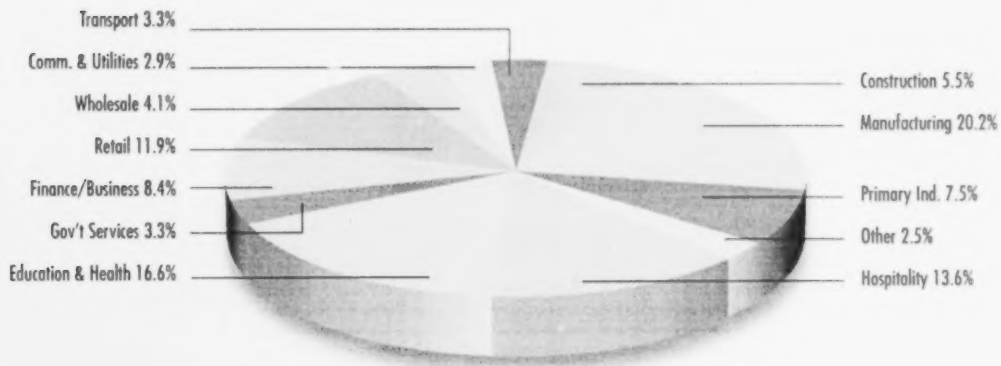
EMPLOYMENT (1996)

Labour Force:	794,355
Participation Rate:	66.4% (66.3% in Ont.)
Employment/Population Ratio*:	(60.2 in Ont.)
Bruce	59.4
Chatham-Kent	60.6
Elgin	61.0
Essex	60.0
Grey	64.9
Huron	61.6
Lambton	58.2
Middlesex	61.6
Norfolk	60.2
Oxford	62.7
Perth	67.7
Western Ontario	60.9

Source: Statistics Canada, 2001

(*Number of jobs available in municipality per 100 residential population)

Total Labour Force Within Study Area: 794,355



Source: Statistics Canada, 1996

TRANSPORTATION

Commercial Traffic by Truck (daily)

Entering Western Ontario:

Value of goods: \$224 million

Number of Trips: 8,671

Departing From Western Ontario:

Value of goods: \$264 million

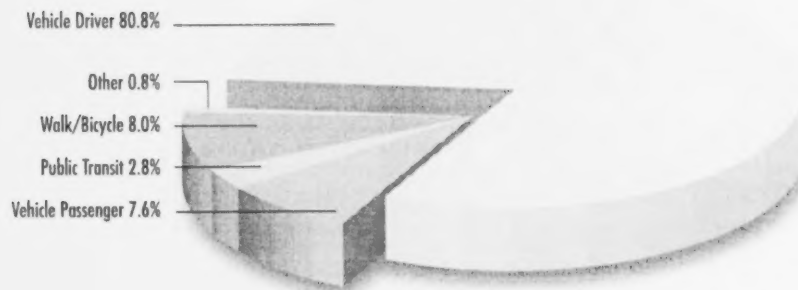
Number of Trips: 9,029

Source: MTO, Commercial Vehicle Survey, 1995, adjusted to 2000 estimates. Totals reflect only vehicles traveling the provincial highway system and do not capture all commercial traffic.

Motor Vehicles Registered (1998): 1,021,625

Source: Statistics Canada

Airports with NAV Canada Towers: 2 (London International, Windsor)
3 (Ambassador Bridge, Windsor-Detroit Tunnel, Blue Water Bridge)



Total Number of Commuters: 674,155

Source: Statistics Canada

ENVIRONMENT

Conservation Authorities: 13 (Ausable Bayfield; Catfish; Essex; Grand River; Grey-Sable; Kettle; Long Point; Lower Thames; Maitland Valley; Nottawasaga Valley; St. Clair; Saugeen; Upper Thames)

Source: Conservation Ontario; number of Authorities fully or partially within Zone).

Provincial Parks & Conservation Areas: 83

Source: Ministry of Tourism 1996

COMMUNITY

Number of Hospitals: 33

Public Beds Staffed & in Operation: 5,101

Source: Ontario Hospital Association, June 2001

Educational Facilities:

Colleges: 5 (Fanshawe, Lambton, Ridgeway, St. Clair, Georgian (satellite campus))

Universities: 2 (Western Ontario, Windsor)

Source: Ministry of Training, Colleges and Universities

AGRICULTURE

Year	# Farms	Gross Farm Receipts \$	Area of Census Farm (Acres)
1986	31,710	2,914,363,117	5,840,413
1991	30,005	3,364,358,274	5,776,993
1996	29,228	3,917,791,090	6,018,279
86-96 Chg	-2,482	+1,003,427,973	+177,866
86-96 % Chg	- 7.8 %	+34.4 %	+3.0 %

Source: OMAFRA, Statistics Canada

APPENDIX II: WESTERN ONTARIO SMART GROWTH PANEL MEMBERS

CHAIR

Diane Gagner

Mayor

Municipality of Chatham-Kent

Elected mayor of Chatham-Kent in November 2001, Diane Gagner has more than 26 years' experience managing diverse manufacturing, service, and agri-businesses, ranging from large, international firms to small, local enterprises. She has served on numerous corporate and non-profit boards as chair or director, and has played an important role in the sponsorship of many charity fundraisers in Chatham-Kent. Gagner has an MBA from the Ivey School of Business at the University of Western Ontario. She is a Certified Financial Planner, and a Certified Human Resource Professional.

PANEL MEMBERS

Patricia Davidson

Mayor

Town of Plympton-Wyoming (and former warden of Lambton County)

Patricia Davidson is mayor of the Town of Plympton-Wyoming and past warden of Lambton County. She has served as an elected official since November 1980, and has experience in municipal government, economic renewal and tourism.

Anne Marie DeCicco

Mayor

City of London

Following nine years of civic service, Anne Marie DeCicco was installed as the 60th mayor of the City of London in December 2000. She first launched her political career in 1991 as a ward councillor, thereby becoming the youngest person ever to be elected. After two terms, DeCicco became deputy mayor and budget chief. Throughout her time in office, DeCicco has consistently strived to improve London's economic prosperity, quality of life and sense of community.

Jayne Dietrich

Past President

Bruce County Federation of Agriculture

A recipient of the Queen's Jubilee Medal for her work in agriculture, dairy producer Jayne Dietrich has served as president of the Bruce County Federation of Agriculture and chairperson of the Bruce Grey County Clean Water Quality Funding Program. Dietrich is a graduate of the Centralia College of Agricultural Technology and of the Ontario Advanced Agricultural Leadership Program Class 9. She is also an alumna and past provincial representative of the Outstanding Young Farmers of Canada.

Norm Gamble

Chief Administrative Officer
County of Grey

Norm Gamble has served the County of Grey as chief administrative officer since 1990. He previously held various positions with the City of Cambridge, including director of parks and recreation, commissioner of administrative services and deputy chief administrative officer. A founding board member of the Parks and Recreation Federation of Ontario, Gamble is a past president of both the Society of Directors of Municipal Recreation of Ontario and the Ontario Municipal Administrators Association, and was secretary/treasurer for the Association of Municipalities of Ontario.

Michael Hurst

Mayor
City of Windsor

Mike Hurst served his native Windsor as city councillor for three years before he was elected mayor in 1991. Now in his fourth term of office, he is active on a large number of municipal boards and commissions, including cross border commerce and automotive manufacturing. A lawyer by profession, Hurst has received numerous citations and honours for his contributions to civic life. He received a Honourary Doctor of Laws Degree from the University of Windsor, and was honoured at the Jewish National Fund Negev Dinner Tribute, in recognition of his community leadership and dedication to public service.

John Maaskant

Director
Chicken Farmers of Ontario

John Maaskant has been a chicken and cash crop farmer in Huron County for 33 years. He has been a member of the board of directors of the Chicken Farmers of Ontario (CFO) since 1990, and represents the CFO at the Ontario Farm Environmental Coalition (OFEC), an organization of agriculture groups that focuses on nutrient management and environmental issues. Maaskant was recently appointed to the Source Water Protection Advisory Committee of the Ontario Ministry of the Environment, and is currently vice-chair of the board and chair of the Environment Committee of the Ontario Farm Animal Council, which includes representation at the OFEC steering committee.

Jim Manicom

Manager
Grey Sauble Conservation Authority

Jim Manicom has almost 30 years experience in the field of natural resource conservation. In 1982, Manicom moved to Owen Sound to work for his current employer, the Grey Sauble Conservation Authority. He has held various positions with the Niagara Peninsula Conservation Authority, the Kettle Creek Conservation Authority in St. Thomas and the Catfish Creek Conservation Authority in Aylmer. He also worked for the regional office of the Ontario Ministry of Natural Resources in London.

Liam McCreery

President

Ontario Soybean Growers (Oxford County)

Liam McCreery is a cash crop producer in Oxford County. He has been a member of the board of directors of the Ontario Soybean Growers since 1993, and was elected chair in 2000. He is past president of the Canadian Agri-Food Trade Alliance board of directors, a national coalition of associations, organizations and companies that advocates the liberalization of agri-food markets. He also chaired the board's Government Programs and International Trade Committee. McCreery has a degree in Economics from the University of Guelph and a Graduate Diploma in Business from the University of Waterloo.

David Oliphant

Mayor, East Zorra-Tavistock

Warden, County of Oxford

David Oliphant was first elected ward councillor for the Township of East Zorra-Tavistock in 1985, and was elected councillor-at-large in 1989. He is now serving his third term as mayor of the township concurrent with a three-year term as warden of Oxford County. Oliphant worked as an underwriting supervisor with the South Easthope Mutual Insurance Company before retiring in January 2001.

Joe Preston

Member

St. Thomas Downtown Business Group

Joe Preston has owned a Wendy's Restaurant since 1990. He chairs the Downtown Development Board of St. Thomas, and represents the business community on the Elgin Middlesex Oxford Local Training Board. Preston is a past chair of the St. Thomas and District Chamber of Commerce and a past president of the board of directors of the St. Thomas United Way. He is past president and current treasurer of the Youth Employment Counseling Centre and a board member of the St. Thomas Stars Junior B Hockey Club.

John Van Bakel

Mayor

Municipality of West Perth

A beef and cash crop producer, John Van Bakel was elected mayor of West Perth after the township amalgamated in 1997. He has 17 years experience in municipal politics, having served as reeve of Logan Township for six years and warden of Perth County. He is active on the township's housing, social services, planning, police, ambulance, and environmental committees. Van Bakel owns and operates the Driver & Vehicle License Office in Mitchell.

Orlando Zamprogna

Acting Director, Facilities and Engineering

University of Western Ontario (and former deputy mayor, City of London)

Orlando Zamprogna is special projects co-ordinator for the University of Western Ontario. He gained 25 years of municipal experience as a councillor for the City of London and served 11 years as deputy mayor. Zamprogna has sat on many public boards and committees, including the Lake Erie and Lake Ontario Water Distribution Board, the Upper Thames Conservation Authority, the University of Western Ontario Board of Governors and the Ontario Civilian Commission on Police Services. Zamprogna is a mechanical engineer and a recipient of the citizenship award of the Association of Profession Engineers of Ontario, of which he is a longtime member.

APPENDIX III: SUMMARY OF PUBLIC CONSULTATIONS

Public consultations on a draft version of the western Ontario Smart Growth panel's report, *Shape the Future*, were held in four cities during the summer of 2003: in Windsor on June 2, in Stratford on June 25, in Owen Sound on June 26, and in London on July 2. The purpose of the public consultations was to give the residents of western Ontario an opportunity to provide input on the panel's final advice and to learn more about Smart Growth. Comments and suggestions given during the public consultations were taken into consideration as the panel deliberated on its final report. This report reflects a great many of these comments and suggestions.

The public's response to the recommendations was very positive. Participants agreed that the panel's strategic directions accurately identified the priority issues for the western zone. The feedback from participants focused largely on details of the panel's specific recommendations. While suggesting modifications and clarifications to the discussion paper, participants agreed that the key to moving forward with Smart Growth was for the government to begin to act on the panel's advice.

Participants were strongly supportive of the consultative and consensus-building approach of Smart Growth and appreciated the opportunity to provide feedback on the panel's advice.

Participants supported the panel's concept of identifying and investing in a system of service nodes and sectoral networks in the zone. They agreed that sectoral networks could create a support system for new and emerging industries by building on the zone's existing strengths in such sectors as automotive and parts manufacturing, agriculture and tourism, and by exploring new opportunities in areas such as smart technology. Some participants were concerned that the system of service nodes and sectoral networks may result in less or no funding for small communities and eliminate the potential for growth in communities not identified as service nodes.

Participants agreed with the panel's recommendation on the need to better protect the zone's natural environment and resources and quality of life through more effective planning, co-ordination and co-operation. In addition, they felt that it was very important for the government to provide meaningful incentives to encourage intensification, downtown revitalization, Brownfield redevelopment and use of existing infrastructure. They believed that monitoring of laws and enforcement to protect natural environment and resources was necessary. They were very supportive of the broader use of high-speed data networks in the delivery of health care and education services.

Some participants mentioned that the zone's "non-prime" agricultural lands — Canada Lands Inventory classes 4, 5, 6 and 7 land — should be protected in the same way as prime agricultural lands — classes 1, 2 and 3. For example, livestock operations in the non-prime agricultural lands contribute a large portion of the total agricultural production in the region. Therefore, their land base of operations should be afforded equal protection. Also, it is possible that advanced farming methods and emerging technologies could allow farmers to cultivate a wide variety of crops in non-prime agricultural lands where this may not currently be feasible.

The panel's recommendation that incentives be provided to encourage young and/or new farmers to move into the agricultural sector was well received. Participants emphasized the important issue of sustaining the viability of smaller farms. Some people expressed concern about the increasing number of applications for severance of agricultural land and the environmental impacts of high-intensity agricultural activities.

Participants agreed that an integrated approach to land use and transportation planning is required. With respect to the northern part of the zone, a number of participants suggested that instead of constructing new highways, the government should undertake improvements to existing highway infrastructure, and provide additional financial support for municipalities to maintain and improve their local road networks.

Participants supported the panel's recommendations on improving rail services. They agreed that moving people and goods by rail had to be more competitive. The development of high-speed and higher-speed passenger rail service across the western zone was also seen as a priority. Participants supported the panel's recommendation on the use of alternative energy technologies and fuels in order to ensure a sustainable, reliable and affordable supply of energy. Many emphasized that people should start treating waste as a marketable commodity, not a liability. Several also mentioned that the western zone should reduce its dependence on energy from nuclear plants because of the inherent danger, high maintenance costs and very significant waste disposal concerns. They suggested that the government investigate designs for smaller nuclear reactors and/or fusion reactors. Promoting energy conservation was seen as another key element in implementing this strategic direction.

Participants agreed that the government's commitment to further developing and re-investing in regionally significant tourism destinations would maximize their potential to attract tourists and would support other tourist amenities. Some felt that a co-ordinated and co-operative approach to promoting eco-tourism is required among municipal and provincial agencies, and other private organizations. Many were supportive of the idea of providing more training facilities, and apprenticeship and training programs for trades and other skilled professions.

APPENDIX IV: SUPPORT PROVIDED TO THE WESTERN SMART GROWTH PANEL

Smart Growth Secretariat and partner ministries

The Smart Growth Secretariat, the overall coordinating body for Smart Growth within the then Ministry of Municipal Affairs and Housing, worked closely with other branches of the ministry and with partner ministries to co-ordinate and integrate programs, policies and initiatives, and to give support to the Smart Growth panels.

Smart Growth partner ministries at the time of the consultations included:

- Ministry of Agriculture and Food
- Ministry of Culture
- Ministry of Enterprise, Opportunity and Innovation
- Ministry of the Environment
- Ministry of Finance
- Ministry of Natural Resources
- Ministry of Northern Development and Mines
- Ministry of Tourism and Recreation
- Ministry of Training, Colleges and Universities
- Ministry of Transportation
- Ontario SuperBuild Corporation

Representatives from other ministries were also involved, as required.

The inter-ministerial structure that has been functioning over the last year to support Smart Growth and the work of the panels includes a Corporate Steering Committee and an inter-ministerial zone committee supporting each of the five panels across the province. A major role of the zone committees is to provide data, information, perspectives and advice.

Corporate Steering Committee

The Corporate Steering Committee, which includes directors from Smart Growth partner ministries, coordinates strategic input into the work of the panels and the government's Smart Growth agenda. The Committee has provided a forum for two-way communication between the Smart Growth Secretariat and Committee members' own ministries on all aspects of the Smart Growth initiative.

Western Zone Inter-ministerial Committee

The western zone inter-ministerial committee was a key resource for the western Ontario Smart Growth panel, providing information, data and feedback to the panel throughout the process of developing their advice. Representatives on the committee have also worked closely with the Smart Growth Secretariat to co-ordinate and integrate Smart Growth-related policies and programs.

The Western Zone Inter-ministerial Committee comprised the following ministry representatives:

John Maddox, (co-chair), regional director, Southwestern Municipal Service Office, Ministry of Municipal Affairs and Housing

Jonathan Mousley, (co-chair), acting manager, Inter-ministerial initiatives, Smart Growth Secretariat, Ministry of Municipal Affairs and Housing

Steven Blake, regional manager, Ministry of Enterprise, Opportunity and Innovation

Ken Carter, manager, Southwestern Area, Ministry of Citizenship and Ministry of Tourism and Recreation

Alec Denys, district manager, Aylmer District, Ministry of Natural Resources

Peter Jackson, regional director, Southwestern Region, Ministry of Transportation

Claude LaFrance, manager, Technical Support Section, Ministry of the Environment

Art Lawson, manager, Regional Rural Programs — West, Ministry of Municipal Affairs and Housing

Donna Mundie, land use policy specialist — resources, Ministry of Agriculture and Food

APPENDIX V: LIST OF PRESENTATIONS GIVEN TO THE WESTERN ONTARIO SMART GROWTH PANEL

Presentations made at panel meetings (in chronological order):

Growth Management Precedents from Other Jurisdictions, Smart Growth Secretariat,
Ministry of Municipal Affairs and Housing.

Western Ontario Zone Profile, Smart Growth Secretariat, Ministry of Municipal Affairs
and Housing.

Smart Growth Strategy, Smart Growth Secretariat, Ministry of Municipal Affairs and Housing.

Ontario Agricultural Overview, Ministry of Agriculture and Food.

Rural Economic Development, Ministry of Municipal Affairs and Housing.

Southwestern Region Overview, Transportation, Ministry of Transportation.

Jobs and Opportunity Bonds: Jobs and Economic Tax-Incentive Zones, Ministry of Finance.

The Task Force on Competitiveness, Productivity and Economic Progress, Institute for
Competitiveness and Prosperity.

Economic Overview, Ministry of Enterprise, Opportunity and Innovation.

Agricultural and Conflict in the New Rural Community: "The need for appropriate risk
management strategies", University of Guelph.

Canada in the Network Age: Building an Infrastructure for Innovation and Inclusion,
County of Grey.

Water, Sewage, Air and Pesticides, Ministry of the Environment.

Ontario's Skilled Workforce for the 21st Century, Ministry of Training, Colleges and Universities.

Transportation and Trade: Southwestern Ontario Perspective, Ministry of Transportation.

Overview of Responsibilities, Business and Information, Ministry of Natural Resources.

Immigration and Settlement, Ministry of Citizenship.

Constraints Mapping, IBI Group.

Statistics on Farm Products and Activities in Western Zone, Ministry of Agriculture and Food.

APPENDIX VI: LIST OF REPORTS SUBMITTED TO THE WESTERN ONTARIO SMART GROWTH PANEL

Agricultural Adaptation Council. *The Odyssey Report: An Industry Quest for Solutions*. September 2002.

Caldwell, Wayne J. and Claire Weir (School of Rural Planning and Development, University of Guelph.) *Ontario's Countryside: A Resource to Preserve or an Urban Area in Waiting?: A Review of Severance Activity in Ontario's Agricultural Land During the 1990's*. July 2002.

Central Ontario Smart Growth Panel. *Interim Advice on Unlocking Gridlock and Promoting Livable Communities in Central Ontario*. August 2002.

Detroit River Tunnel Partnership. *The Windsor-Detroit TradeWay Project*. January 2003.

Gilbert, Richard. *Energy and Smart Growth (Draft)*. October 2002.

Institute for Competitiveness and Prosperity. *Ontario's Clusters of Innovation: Working Paper No. 1*. April 2002.

Ministry of Agriculture and Food. *Counties at a Glance, 2001 (Agricultural statistics by county)*. 2001.

Ministry of Agriculture and Food, and Ministry of Enterprise, Opportunity and Innovation. *Fact Sheet — Employment and GDP in Ontario by Industry* Statistics Canada 2002.

Ministry of Enterprise, Opportunity and Innovation. *Map: Connectivity Gaps — Southern Ontario, 2002*.

Ministry of Finance. *Consultation Paper on Jobs and Opportunity Bonds, 2002*.

Ministry of Finance. *Consultation Paper on Jobs & Economic Tax-Incentive Zones, 2002*.

Ministry of Municipal Affairs and Housing. *Map: Southwest Region Highway System, 2002*.

Ministry of Municipal Affairs and Housing. *Notes from Municipal and Business Leader Stakeholders' Meeting with Associate Minister Coburn in Woodstock and Ridgeway College*. July 2002.

Ministry of Training, Colleges and University. *Ontario Labour Market Report — Labour Force Survey Data, Vol.2: 10*. October 2002.

Ministry of Transportation. *Southwestern Ontario Strategic Transportation Directions: Draft*. January 2002.

Ministry of Transportation. *Southwestern Ontario Strategic Transportation Directions: Workshop Summary*. Winter / Spring 2002.

Paid agricultural work in Western Ontario, 2001 Census of Agriculture.

Ontario Federation of Agriculture. *Agricultural Land Use Policy Statement*. April 2002.

Smart Growth Secretariat. *Follow up to Strategy Precedents: What Works?* October 2002.

Smart Growth Secretariat. *Highlights from Interim Advice on Unlocking Gridlock and Promoting Livable Communities in Central Ontario — Summary of recommendations that may be applicable to the western zone*. December 2002.

Transportation Canada. *Executive Summary — Ontario Surface Freight Transportation System Study*. May 2000.

Transportation Canada. *Impediments to Greater Use of Truck-Rail Intermodal Between Canada and United States*. January 1999.

Other Resources

Mapping and Data Exercise. Mapping and statistical information developed for use by the panel.

Newspaper clippings related to Smart Growth issues in western Ontario were made available to panel members at meetings for their review.

Smart Growth Provincial Initiatives. Package outlining some initiatives led by various provincial ministries related to Smart Growth. Developed October 2002.

Canadian Agriculture at a Glance 1999: What exactly is "value added" anyway? By Christian Wolfe, Statistics Canada, with files from Vicky Cano Lamy, Agriculture and Agri-Food Canada.

APPENDIX VII: GLOSSARY

Agri-food sector

Includes the agricultural sector and related service industries.

Agri-tourism

Tourism related to rural and agricultural areas and themes. Agri-tourism comprises a wide range of attractions and activities that take place in rural and agricultural areas. Essential characteristics include open spaces, low levels of tourism development and opportunities for visitors to directly experience agricultural and rural/or natural environments.

Apprenticeship

A method of learning in which practising experts pass on knowledge and skills to learners in a workplace setting.

Balanced growth

Increases in population and employment that are distributed in such a way that no single community is predominantly "single function," and municipalities achieve a mix of residential and business uses.

Bio-ceuticals

Agricultural by-products, such as enzymes, coenzymes, protein, fibres and essential oils, used for medicinal or nutritional purposes.

Bio-diesel

A gaseous, liquid or solid fuel that contains energy derived from a biological source. For example, rapeseed oil or fish liver oil can be used in place of diesel fuel in modified engines.

Biotechnology

The production and processing of substances obtained through application of the principles and techniques of modern molecular biology, particularly the deliberate manipulation of DNA molecules. Biotechnology generally uses living organisms or their products for commercial purposes, and includes such activities as the manufacture of medicines or the breeding of food crops or domestic animals.

Brownfields

Derelict, dysfunctional or under-used industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination. Despite the complexity of developing these properties, they are often in desirable and strategic locations in the heart of urban areas or on scenic waterfronts.

Centres (or Clusters) of Excellence

Publicly funded institutions or clusters of institutions that systematically integrate and manage connections from a university to a marketplace to ensure the successful application of innovative science and technology to profitable new businesses. These centres or clusters promote economic development through directed research, commercialization of technology and training of highly qualified personnel.

Cluster

A geographically proximate group of interconnected companies and associated institutions in a particular field, including product producers, service providers, suppliers, universities, and trade associations. Clusters arise out of the linkages across industries in a particular location.

Compact development/form

A land-use pattern of medium- and high-density urban development that encourages efficient use of land, walkable neighbourhoods, mixed land uses (i.e., residential, retail, workplace and institutional all within one neighbourhood), proximity to transit and reduced need for infrastructure. "Compact" is a relative term and will mean different effective densities in small towns as compared to big cities. Compact development does not necessarily mean high-rise development.

Composting

The controlled biological decomposition of organic material in the presence of oxygen that produces a stable, pathogen-free, humus-like soil amendment material.

Co-generation

The use of waste products (such as timber and wood-waste; solid waste from municipal landfills; urban waste; residues from food processing; and residues from wastewater treatment facilities) to produce energy.

Cultural heritage

One or more buildings, structures, monuments, installations or archeological remains associated with architectural, cultural, social, political, economic or military history that has been identified as being important to a community and is of significance to an understanding of the history of a people or place.

Distance education

Instructional delivery that does not require the student to be physically present in the same location as the instructor. Historically, distance education meant correspondence study. Today, audio, video, and computer technologies are more common delivery methods.

District energy

The supply of heat (either in the form of steam or hot water) or cooling (from deep water) from a central source to a group of buildings.

Electronic superhighway

A national or regional network of wire and cable over which information is transmitted. It includes basic telephone, cable television, wireless communications systems, and fibre-optic cable transmission in a high-speed, high bandwidth environment, used to deliver interactive voice, data, text, graphic and video services.

Ethanol

Fermentation ethyl alcohol derived from agricultural products, forest products or other renewable resources, including residue and waste generated from other production that may be used as an alternate source of energy.

Fusion energy

Energy produced by joining two nuclei.

High-speed/higher speed passenger rail

Passenger rail service that is faster than traditional passenger rail service, often requiring the construction of special, dedicated tracks and routes.

Infrastructure

The basic systems and services that a region or organization requires in order to operate effectively. Hard infrastructure comprises physical structures — roads and highways, airports, ports, water and sewage treatment facilities, schools and hospitals, and telecommunications hardware. Soft infrastructure describes the programs and services provided through this hard infrastructure, such as skills training, health care, education, transit, etc.

Tourism infrastructure is the network of facilities and attractions that support the tourism industry, such as infrastructure to support or provide access to tourist facilities, major public attractions, convention or trade centres and exhibition facilities, local museums, designated local heritage sites, and cultural assets such as art galleries, cultural community centres, recreational and sports facilities, and libraries.

Mineral aggregate

A non-renewable mineral resource that is vital for infrastructure construction and maintenance. Aggregates consist predominantly of sand, gravel, clay and bedrock, including stone used to produce concrete, cement, lime or clay bricks.

Multi-modal

Transportation and transportation-related facilities that employ or handle more than one type of vehicle or fleet type, and provide a viable alternative to the use of vehicles. An example of a multi-modal transportation system is one that uses a combination of trucks, rail and water transport for the delivery of a particular good (rather than one vehicle type) for the entire journey, with seamless interaction among these vehicle types. A multi-modal system for passengers may include several forms of transportation, including automobiles, walking, cycling, bus, rapid transit and rail. A multi-modal facility will seamlessly handle the transfer of passengers and goods among these different types of vehicles.

Natural heritage features and areas

Features and areas such as wetlands, fish habitat, woodlands, valleylands, endangered and threatened species habitat, wildlife habitat, and areas of natural and scientific interest that are important for their ecological value.

Natural heritage system

The system of natural heritage features and areas, and the natural corridors linking these features and areas. They collectively perform important ecological functions, such as providing habitat, and improving air and water quality. The natural heritage system that the panel recommends would be developed at the scale of the western zone.

Primary Care

The first contact point with the health care system for diagnosis, treatment and follow-up of a specific health problem, or for routine screening such as an annual check-up. Family physicians, home care and public health nurses, pharmacists, physiotherapists, and dentists, usually provide primary care. This may include referral to more specialized care, to social services and/or to education related to the diagnosed disease.

Resources

Resources include agricultural lands, natural heritage features, forests, water resources, and mineral resources. Resources are recognized for their ecological and economic values.

Service node

A community that provides services or amenities such as health care, education, or cultural, sports and recreation facilities to local residents and residents in a surrounding area.

Goods and services are provided in a variety of communities from small villages to large urban areas. People prefer to obtain lower-order goods and services, like bread and milk, from the nearest available location, but will travel farther for specialized goods and services, like furniture or high fashion. Likewise, some services require a larger market area than others in order to be viable; it takes fewer customers to support a convenience store than a furniture store.

Not every community is a service node. For example, a small community may support only basic services such as a convenience store, an elementary school and a doctor's office, and would not be considered a service node. A small service node would support the same basic services for nearby residents, but would provide services and amenities — such as a specialized retailer, a high school and a hospital, for example — serving the needs of residents in a broader area surrounding the community. A larger service node would provide all of the services and amenities indicated previously, but would also provide more specialized services and amenities, such as a post-secondary institutions, a regional hospital or concentration of larger and more specialized retailers. Similarly, service nodes, big or small, will draw workers and consumers from an area larger than the local community.

The importance of the service node and its relationship with the surrounding area is based more on "centrality" and "concentration" than on population. Centrality describes the number of consumers in the region around it and the opportunity for the consumers to obtain the product or service from another supplier. Concentration is the availability of a "critical mass" of related activities that support a specific sector. The concepts of centrality and concentration apply to all goods and service sectors.

Service nodes often correspond to nodes found in one or more sectoral networks.

Sectoral network

Some industries can occur almost anywhere, and are present in most geographic areas serving local markets. Other activities have specific location-based requirements and are concentrated in the geographic areas that meet these requirements. Normally, the production or processing facilities are located in nodes and draw workers, materials, services and consumers from the surrounding area. The related research, administration, and specialized educational services tend to cluster together in one or more of these nodes, and form a network to service the other nodes.

For example, automotive assembly plants are typically located along the 401 corridor, where there is easy access to markets in the U.S. and Canada, but workers, automotive parts and other goods and services, come from a variety of communities throughout the zone. A large number of assembly plants with related research, administration and specialized educational services that are concentrated in Detroit/Windsor serve as the North American "hub" for the automotive sector. Specialized services are provided by Windsor's academic institutions, and the goods are distributed to major markets through the Detroit-Windsor border crossing, using a well developed and specialized system of transportation and warehousing facilities. These and other research, administrative and educational nodes serve automotive plants in London, St. Thomas, Woodstock, Chatham-Kent and Ingersoll that draw workers, materials, services and consumers from their local areas.

Nodes within sectoral networks often correspond with service nodes.

Settlement area

Built-up area and surrounding land that has been designated for development over the long-term planning horizon. In some cases, the settlement area may be no larger than the built-up area. There are two types of settlement areas, urban and rural.

Urban settlement areas are typically larger and have a broader range of uses and services.

Rural settlements are typically smaller, less dense and may be served by private wells and septic tanks.

Specialty crop land

Land on which specialty crops such as tender fruits (e.g., peaches, cherries, plums and grapes) vegetables and greenhouse crops are predominately grown, usually resulting from:

- soils that have suitability to produce specialty crops, lands that are subject to special climatic conditions, or a combination of both; and/or,
- a combination of farmers skilled in the production of specialty crops, and of capital investment in related facilities and services to produce, store or process specialty crops.

Succession planning

The process of ensuring the continuation of a business that typically involves choosing and grooming the successor(s), planning for the future and coping with the transition.

Tertiary care

Hospital care that requires highly specialized skills, technology or support services.

Traded cluster

A network of traded industries. Traded industries sell products and services across economic areas, and are, therefore, concentrated in the specific regions where they choose to locate production, due to the competitive advantages afforded by these locations. Thus, employment levels in traded industries vary greatly by region, and have no clear link to regional population levels.

Urban sprawl

Dispersed development typically characterized by unnecessary land consumption, low average densities in comparison with older centres, auto dependence, fragmented open space, wide gaps between development and a scattered appearance, separation of uses into distinct areas, repetitive one story commercial buildings surrounded by acres of parking and lack of public spaces and community centres.

Value-added

The enhancement added to a product or service before the product is offered to customers. An example of a value-added product is strawberry jam made from locally-grown strawberries.

Value chain

Collaboration among businesses to differentiate products and services. A value chain typically consists of one or a few primary product or service suppliers and many other suppliers that add to the value that is ultimately presented to the purchaser.

APPENDIX VIII: MUNICIPALITIES IN THE WESTERN ONTARIO SMART GROWTH ZONE

Total: 87 municipalities

Adelaide Metcalfe , Township of	Huron , County of
Amherstburg , Town of	Huron East , Municipality of
Ashfield-Colborne-Wawanosh , Township of	Huron-Kinloss , Township of
Aylmer , Town of	Ingersoll , Town of
Arran-Elderslie , Municipality of	Kincardine , Municipality of
Bayham , Municipality of	Kingsville , Town of
Blandford-Blenheim , Township of	Lakeshore , Town of
Bluewater , Municipality of	LaSalle , Town of
Brockton , Municipality of	Lambton , County of
Brooke-Alvinston , Township of	Lambton Shores , Municipality of
Bruce , County of	Leamington , Municipality of
Central Elgin , Municipality of	London , City of
Central Huron , Municipality of	Lucan Biddulph , Township of
Chatham-Kent , Municipality of	Malahide , Township of
Chatsworth , Township of	Meaford , Municipality of
Dawn-Euphemia , Township of	Middlesex , County of
Dutton-Dunwich , Municipality of	Middlesex Centre , Township of
East Zorra-Tavistock , Township of	Morris-Turnberry , Municipality of
Elgin , County of	Newbury , Village of
Enniskillen , Township of	Norfolk , County of
Essex , County of	North Huron , Township of
Essex , Town of	North Middlesex , Municipality of
Georgian Bluffs , Township of	North Perth , Town of
Goderich , Town of	Northern Bruce Peninsula , Municipality of
Grey , County of	Norwich , Township of
Grey Highlands , Municipality of	Oil Springs , Village of
Hanover , Town of	Owen Sound , City of
Howick , Township of	Oxford , County of

Pelee, Township of	Southgate, Township of
Perth, County of	Southwest Middlesex, Municipality of
Perth East, Township of	Southwold, Township of
Perth South, Township of	Stratford, City of
Petrolia, Town of	Strathroy-Caradoc, Township of
Plympton-Wyoming, Town of	Tecumseh, Town of
Point Edward, Village of	Thames Centre, Municipality of
St. Clair, Township of	The Blue Mountains, Town of
St. Marys, Separated Town of	Tillsonburg, Town of
St. Thomas, City of	West Elgin, Municipality of
Sarnia, City of	West Grey, Township of
Saugeen Shores, Town of	West Perth, Township of
South Bruce, Municipality of	Windsor, City of
South Bruce Peninsula, Town of	Woodstock, City of
South Huron, Municipality of	Zorra, Township of
South-West Oxford, Township of	